JOB AND BILLEY ANALYSIS IN THE U.S. NAVY

FEARE F. SWANSON COMMANDER CIVIL ENGINEER CORPS UNITED STATES NAVY



DUDLEY KNOX LIBRARY
FOSTGRADUATE SCHOOL
FORMUMA 93943-5002













A THESIS

SUBMITTED TO THE

SCHOOL OF EDUCATION AND

OF.

THE COMMITTEE ON GRADUATE STUDY

LELAND STANFORD JUNIOR UNIVERSITY

IN PARTIAL FULFILLMENT

OF THE REQUIREMENTS

FOR THE DEGREE

OF

MASTER OF ARTS

Ву

Frank E. Swanson Commander Civil Engineer Corps United States Navy

October 1947

THE ARE VEHICLE OF THE REPORT OF THE PARTY OF

Thesis

AND STREET OF STREET OF STREET

THE RESIDENCE OF THE PARTY OF T

THE THE PARTY OF T

CALL AMERICA



sourced for the blood of Sharther

PREFACE

This thesis is a description and discussion of job analysis and classification in the U.S. Navy, and of the rating and pay structure for the men who perform these jobs. The discussion is limited to the jobs and ratings of the enlisted branch only and does not include the warrant and commissioned officer group. The material is grouped into its natural divisions and is discussed in the following order:

(1) the nature of Navy jobs; (2) billet analysis; (3) the rating structure of the Navy; and (4) job classification.

Many volumes have been written on this subject in official Navy publications, unofficial papers on Navy jobs, and
treatises on industrial job analysis and rating. However,
as far as is known, no publication exists which adequately
covers Navy jobs as outlined above in a comprehensive and
easily read and understood manner. Host of the existing publications cover only a part of one of the aspects and do it
in such a detailed and technical manner that it is only useful to those who have to perform the detailed work of administering the program. These are difficult to read for the
purpose of getting an overview or general picture of the job
program and the relationships of its various aspects.

THE THE CONTRACTOR OF THE PART OF THE PART

The second state of the second sections and second sections are designed as a second section of the second section secti

aspects of Navy job analysis, job classification, and rating structure in a single paper and explain them so their relationships can be easily understood. It is intended primarily for Naval Officers, prospective Naval Officers, and those enlisted men and civilians who are engaged in personnel work in the U. S. Navy. Consequently it is assumed that the reader will have a general working knowledge of the Navy and be familiar with the common naval terms, particularly those used in the rating structure which are peculiar to the Navy alone.

A great deal of work has been done on job analysis and rating in the industrial world and in many cases the problems and principles involved are similar to those in the Navy. The literature on this subject has been reviewed and a discussion of the similarity and differences between naval and industrial jobs has been made at the appropriate places throughout this work.

It is hoped that this paper will give the reader a clearer understanding of Navy jobs in general and of the nature and importance of job analysis and classification in particular. If it does this for all officers and particularly officer candidates, the naval service will be benefited.

parties and processed on the process and the process and controlled the state of th

AND REAL PROPERTY AND ADDRESS OF THE PROPERTY OF THE PROPERTY

The same and water that were part for any and the same an

ACKNOWLEDGMENT

The writer wishes to express appreciation to all of his associates who were helpful in the preparation of this thesis, and particularly to the following: Dr. John A. Bartky, Dean of the School of Education, Stanford University, for suggesting the subject of study and furnishing basic material and advice; Dr. Paul A. Jones, Dean of Men, University of California, Santa Barbara College, for his generous help as adviser and for proofreading the entire manuscript: Mr. D. G. Price, Technical Head, Billet and Qualifications Research Division, Research Activity, Bureau of Naval Fersonnel, for furnishing pertinent publications and cooperation as the Bureau liaison to assist in securing information: Mr. S. T. Daniel, District Personnel Classification Administrator, Twelfth Naval District, for his aid in procuring pertinent publications and his invaluable advice: and Captain E. W. Herron U. S. N., for his suggestions and continuous encouragement.

THE REAL PROPERTY.

to the se possession assesses as business and the set state for many course had not been also have been addressed and A SECURE AND ADDRESS OF THE PERSON NAMED AND ADDRESS OF THE PE NAME AND ADDRESS OF THE OWNER, OR TAXABLE PART ADDRESS OF THE mental and displayed in light on people has deleted conference author but participants not the auchite as shed NAME OF TAXABLE PARTY OF TAXABLE PARTY OF TAXABLE PARTY OF TAXABLE PARTY. with the forthern and their partitions and their say that DESCRIPTION OF THE PARTY OF THE or I to bedding a principal parameter and the principal problem. calculated being problem a femaliant will describe the latter problem.

TABLE OF CONTENTS

		Page
LIST OF	TABLES	vili
Chapter		
I.	THE NATURE OF NAVY JOBS	1
	Introduction	1 2 4
	Shore Establishments	14
	Other Types of Naval Activities	5
	The Navy Job	6
	Summary	10
II.	BILLET ANALYSIS	12
	Introduction	12
	Definitions	12
	Billet Analysis	15
	Job Analysis in Industry	
	Purpose and Use of Billet Analysis	28
	Development of Billet Analysis	32 36 37
	Operation of Billet Analysis	36
	Summary	51
III.	THE RATING STRUCTURE OF THE NAVY	41
	Introduction	41
	Definitions	112
	The Rating Structure	43
	Ratings	49
	Rates and Pay Grades	57
	Special Qualifications	57 59
	Functions of the Naval Rating	
	Structure	61
	Complements and Allowances	65
	Summary	63

WHEN SHE SALES

THE R. P. LEWIS CO., LANSING MICH. SHIPS NAMED IN	
And the second s	
The state of the s	
The state of the s	

TABLE OF CONTENTS

Chapter	Page
IV. JOB CLASSIFICATION	66
Introduction	66 67 74
Navy Job Classification System	67
Industrial Job Classification	74
Application of Navy Job Classification	78
Classification	80
Summary	80
BIBLIOGRAPHY	86

RESIDENCE IN RESIDE

		177
発	The state of the s	
	THE REAL PROPERTY OF THE PARTY	
	THE PARTY OF THE P	

LIST OF TABLES

Table				Page
1.	Outline of the Billet Analysis Schedule Form			16
2.	Susmary of Navy Enlisted Rating Structure by Groups			46
3.	Ratings in Group VIII (Construction) of Navy Enlisted Rating Structure			47
4.	Pay Grades of Navy Enlisted Men		•	59
5.	Examples of Service Type Codes			69
6.	Najor Navy Job Groups and Code Numbers.	•		70
7.	Major Occupational Groups in the Dictionary of Occupational Titles	•		77

PERSONAL PROPERTY.

	, de
SHAPPER AND STATE OF THE PARTY	,SI
A CANAL AND INVESTMENT AND THE PRINTING AND A	d
	,
a comment with the manufact and shall began a	di
	4

CHAPTER I

THE NATURE OF NAVY JOBS

Introduction

The U. S. Navy is a very large organization, much larger than most industrial or private activities. Its present authorized strength is nearly one-half million officers and men and during the last war it expanded to about three million officers and men. It has ships and stations distributed all over the world and is not concentrated in one state or nation like most large industries. It has many jobs and features which are peculiar to the Navy alone, and are not common to industry or even to the Army. In addition to this, the tools and methods of naval warfare are constantly changing and being improved.

nature of the Navy, its administrative organization is also very large and complex. One of the chief divisions of this organization is the Bureau of Naval Personnel. This bureau has to do with the procurement, training, distribution, promotion, pay, and discipline of all naval personnel. All this is necessary to furnish the manpower needed to do the work of the Navy. In order to furnish this manpower

A STATE OF

SOUR THE RESIDENCE OUT

STREET, STREET

The first and the second proof to a people and a people and

The Administration of the Companies of Special States and the second of the Companies of the States and the Companies of the

intelligently it is necessary to understand what the Navy has to do and just what the natures of the various jobs are.

This chapter will give a general description of some of the jobs and types of duty that have to be performed by the enlisted branch of the Navy, and their relationship to the mission of the Navy. The nature of Navy jobs will be discussed under the following main categories: (1) warships; (2) shore establishments; (3) other types of naval activities; and (4) the Navy job.

This general understanding of the nature of Navy jobs is necessary before the more specific purpose of this paper, which is job and billet analysis and classification. can be properly understood.

Warships

A modern battleship, with a wartime strength of approximately two thousand five hundred men, is in reality a floating community designed to fight, and is self sufficient in all respects for considerable periods of time. It provides housing for its men and has mess rooms along with the kitchens, bakeries, refrigerated storage for perishable foods, and dry storage for nonperishable foods. Here, one may also find a laundry, tailor shop, cobbler shop, store, soda fountain, and a post office. Recrestion facilities such as movies, libraries, and chapel services are also provided. Complete medical facilities including a hospital.

The final parties and the state of the contract of the contrac

The tensor of the second statement of the second state of the second state of the second statement of

REAL PROPERTY.

The relation of the course of the published section of the published section of the course of the co

dental clinic, and a pharmacy are provided. In addition to the highly complex propulsion machinery and the shops required to maintain it, a battleship generates its own electricity for light and power and its steam for heating, and distills its own fresh water. Elaborate communication facilities including radio, telephones, and, sometimes, radiophoto equipment are provided as well as many radar sets for navigation, enemy detection, and directing gunfire. All of this is in addition to the complex armament which is the main reason for a battleship's existence. The armament includes all types of guns from twenty-two caliber pistols to sixteen-inch rifles, rockets, torpedoes, airplanes, and bombs.

It is apparent that it is difficult to select any civilian trade that is not represented aboard a modern battleship and, in addition, there are numerous purely seagoing and battle occupations that have no counterpart ashore or in civilian life. This same condition exists on all of the smaller ships of the Navy such as carriers, cruisers, destroyers, submarines, transports, and supply ships, but to a less and less extent as the ships decrease in size and complement. Most of the items listed above are provided on all ships but on the smaller ones one man may do several of the various jobs whereas on a battleship one man may do only a specialized part of one job.

The parties of the control of the co

The finance of finance by the fit year forestern at the contract of the contra

Shore Establishments

The seagoing part of the Navy is the part that actually does the fighting but it requires at least as large an organization ashore to support it. The shore establishments of the Navy are much larger than most people realize. In peacetime there are approximately as many naval personnel at shore establishments as there are afloat. In addition there are a large number of civilians employed at naval shore bases.

Navy Department at Washington, D. C. with its seven bureaus, the headquarters of the sixteen districts and two river commands, shippards, air stations, supply depots, hospitals, and naval stations. In addition there are many specialized activities such as the hydrographic office, naval observatory, training schools, model test basin, gun factory, and airplane factory.

ate them and it is obvious that the range of jobs is extreme. The Navy needs men capable of filling every conceivable type of job ranging from those requiring highly professional exills, such as doctors, lawyers, engineers, and teachers; through the skilled trades, such as cooks, machinists, and torpedomen; and on down to the common laborer and seaman recruit. Some of these jobs are filled by civilians and others

The second contract of the property of this possesses and their plant on the property of the second state of the second state

The court common and state of the properties of the state of the state

And the state of the special state of the st

are performed by warrant and commissioned officers, but many of them are filled by enlisted men and this is especially true in time of war.

Other Types of Naval Activities

In addition to the seagoing Navy and the fixed shore establishments the Navy has other activities of a mobile or temporary nature. One example of this is the naval air commands such as fighter squadrons, carrier squadrons, lighter than air squadrons, and the Naval Air Transport Command. These are usually separate commands that may move from ship to ship or ship to station, but are not a permanent part of the ship or station to which they may be attached.

Construction battalions are another example of such units. These are organized units of about one thousand officers and men who are specialists in engineering and construction work and operate under the Eureau of Yards and Docks. They are used to construct all types of naval facilities overseas and maintain and operate them when they are finished. They are particularly active and useful during wartime when many new bases are required.

Another type of naval activity is represented by the petroleum exploration unit which is now operating in the vicinity of Point Barrow, Alaska. This unit was formed to search for oil in Alaska and will probably be decommissioned when this mission is completed. It is composed of officers

The same and the same and same and same and the same and

THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER.

 and men, and some civilians, who are experts in this type of work.

The Navy Job

The broad nature of the naval establishment has been outlined above. The nature of the various Navy jobs will now be examined more closely. In civilian employment, a man usually performs a single task or a series of closely related tasks, repeating them day after day on a full-time basis. Thus, a man is a milling machine operator, a file clerk, an eye-ear-nose and throat doctor, a dairy farmer, or a worker in some other vocation or profession which is highly specialized and specific as to duties. However, work in the Navy usually does not fall into so clear-out a pattern. Wherever they may be, Navy assignments involve military as well as technical obligations. That is, all men are expected to perform such duties as standing security watches or maintaining discipline, as required by their respective pay grades, regardless of what their naval ratings or occupations might be. The tasks performed by Navy men particularly aboard ship frequently bear little or no relation to one another and recuire activity in widely separated fields. To illustrate this more clearly the duties aboard a ship will be discussed.

Shipboard Duties

A ship differs from a shore establishment in that it

THE PERSON NAMED IN COLUMN 2019 AND ADDRESS OF THE PERSON NAMED IN COLUMN 2019

DISCOURSE DESCRIPTION OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COLUMN T

next and Demonstration Commands for continuous and will

THE REAL PROPERTY AND THE PARTY AND THE PARTY OF THE PART NAME OF TAXABLE PARTY AND POST OF THE PARTY AND PERSONS ASSESSED. marable arminist in marab a so much marable a service salarme THE PARTY AND PARTY OF THE PARTY AND PARTY OF THE PARTY O me pintle will a produce actions and like a of pint a page NAMES OF TAXABLE PARTY OF PERSONS ASSESSED. AND ADDRESS. - Indoor plonts at male origination to make we want to all THE RESIDENCE THE PARTY NAMED IN COLUMN TWO IS NOT THE OWNER. STREET, STREET SALE SALES AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY A or the in modifie when the continuous and the test the which the management was more than the last than a supplementary and produced relativistics on models— of from a monthly and the control of -it among par still thought about the blockness on and delically THE DESIGN MODERNMENT OF RESISTING ASSESS VALUE OF THE PERSON. SAME PROMISE SERVICIONAL SINCE STATE AND SERVICES ASSOCIATED AND SAME STATE AND SAME STATE AND ADDRESS OF THE PARTY A THE REAL PROPERTY AND RESIDENCE AND REAL PROPERTY AND REAL PROPERTY. shortights of salded informer course of phistres will A STREET, STRE

mythe rome L

THE PART OF THE OWNER, STATE OF THE PARTY NAMED IN

has a wider range of operating conditions. It may be berthed in a Navy yard with only "cold iron watches" manned and with most of its crew on leave; or it may be steaming into combat with every man at his battle station. Between these extremes there are many stages of operation and resulting shipboard organizations. Since the crew of the ship at any one time is a fixed number, the ship must meet the various functions expooted of it by having most of its crew perform different duties with each different operation. Moreover, a ship must be prepared to operate with efficiency even if casualties occur; this means that each man must be able to perform, in addition to his own duties, some of the duties of other men in order that he can substitute for them if need be. To designate the various duties to which men are assigned, ships prepare what is known as Watch, Quarter, and Station Bills. These are tables or charts listing the various duty assignments and are posted in conspicuous places about the ship. Asong the assignments commonly included in Watch, Quarter, and Station Bills are the following.

General Quarters Duties. -- When battle is imminent, a ship goes into a condition which is known as "General Quarters," in which all members of the crew man assigned stations to bring the ship to its maximum fighting efficiency. On a Watch, Quarter, and Station Bill, battle duties are usually listed as "Condition I." These duties may be listed

" AND THE PERSON NAMED OF PERSONS ASSESSED AND PARTY OF PERSONS ASSESSED AS NO. colors and nationals on the \$2 or provide an error of 2 to the of the proof were at his lattle success. Determine these tentermines Description and Fairness have and developed for reducing from the owner. -IN ACCOUNT STREET, NAME AND ADDRESS OF THE PARTY OF THE DESCRIPTION OF THE PARTY NAMED AND THE PARTY ADDRESS OF THE PARTY NAMED IN NAME AND POST OFFICE ADDRESS OF TAXABLE PARTY IN THE PARTY IN THE PARTY. swall forms "All ower give in 177 will all owners are not a provide the party and the party has been accounted by party of THE PERSON IN COLUMN TWO PARTY NAMED IN COLUMN TWO INCIDENCE AND PARTY NAMED IN value alteratives was not not be excessed analysis and effective partition and had done confused publish on course and black ownered -marked time manner and auditory property and marked that the party THE REAL PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS PROPERTY AND PERSONS ASSESSED AND PERSONS ASSESSED. out Tertion willia see the Vellering.

The state of the s

separately from other duties in the bill.

when battle assignments are made, the best qualified men are assigned to the key stations in their respective departments. In nearly all departments except gunnery, there are surplus men available for assignment after key stations have been manned. These surplus men are assigned to gun stations or to other duties not necessarily related to their usual technical duties. Thus, a yeoman may be assigned as a telephone talker, a radioman striker may serve on a gun station, and a fireman may become a passer in an ammunition handling room. A man's battle duties may or may not, therefore, be related to the duties for which he has been primarily trained and on the basis of which he has been assigned to a ship.

Watch Dutles. -- The work required to operate a ship or maintain it in a materiel condition of readiness for battle continues in peacetime as well as in time of war. The crew is divided into "Watches" in order to distribute this work load, maintain a continuous watch, and provide for the security of the ship. The watch system offers a means of manning the ship either underway or at anchor so as to meet the demands of military necessity; namely, that a stated percentage of the armament can be manned and that the ship can get underway and operate in an emergency even though one or more watches may be away from the ship on liberty. Normally,

The property of the control of the property of

The second of the contract of

men are assigned to duties on watch according to the training they have received. Thus, a radioman is normally assigned a radio watch, a signalman a bridge watch, and so on.

carried cut on the basis of a man's training or qualifications. These watches are primarily military in nature, since they are concerned with maintaining discipline, observing rules for the prevention of fire, and similar requirements. In this type of watch a seaman might be assigned to duty as a sentry.

A few petty officers may not be assigned specific watches, in order that they may be available on call. The duties of such off-watch personnel are the technical routine duties described below.

Routine Duties. -- Each man also has certain routine duties. For some men these duties may simply be the cleaning of living compartments or working spaces, in which event the routine duties require little previous training or skill. Such duties would normally be assigned to seamen. For other men, however, the routine duties may involve maintenance of equipment or even highly skilled repair work. Routine duties of this kind are always closely related to a man's technical skill and training. Thus, a chief gunner's mate will be responsible for the maintenance and repair of all armament in the battery assigned to him, or one of the machinist's mates

AND REAL PROPERTY AND REAL PROPERTY AND ADDRESS OF PARTY A

AND ADDRESS OF PERSONS AND ADDRESS OF ADDRESS OF THE ADDRESS OF TH

will be responsible for the repair of all the refrigeration equipment to which he is assigned.

Miscellaneous and Emergency Duties. -- In addition to a man's battle, watch, and routine duties, he may be assigned various miscellaneous or emergency duties. For example, he may man a particular station when a "special sea detail" is set while entering or leaving port. He may have other stations on Fire, Collision, or Boarding Bills, respectively. Whatever their type, these miscellaneous or emergency duties are likely to be related either to the military or technical duties expected of him in his day to day life aboard the ship.

Summary

The U. S. Navy is an extremely large organization and has units or activities distributed all over the world. It consists of many types of activities including fighting and supply ships at sea; administrative headquarters, shipyards, air stations, and schools ashore; and also of mobile units such as airplane squadrons and construction battalions. The Navy also performs very specialized duties such as operating the naval observatory and exploring for oil in northern Alaska.

This huge naval organization requires personnel of all types to keep it operating efficiently, from the highest professional specialist down to the unskilled laborer. All

Company of all the parties of the second

THE PROPERTY AND ADDRESS OF THE PROPERTY OF THE PARTY OF

21

The contract agency bearing the contract of th

to present and and extended to the second of the last of the last

imaginable civilian professions, trades, and skills are required, and in addition many purely military and naval skills are needed.

The average Navy job is unique in that it usually consists of many duties or jobs in addition to a specialty which each man acquires soon after he enters the service.

The nature of these various jobs change with changes in the conditions under which the ship or station may be operating.

The immense task of procuring, training, distributing, and rating the personnel who perform the work of the Navy is the responsibility of the Eureau of Maval Personnel. In order for this to be done intelligently and efficiently it is necessary that a great deal more be known about all naval jobs. In fact it is necessary to know exactly what each man has to do and then classify the various jobs so that they can be readily identified. Hen then have to be trained and classified also, so they can be properly assigned to the jobs. The following chapters will discuss billet analysis, ratings, and job classification.

The same of the sa

SALAMINE PARENTE IN CONTRACTOR OF SHAPE WAS RECORD FOR STANDARD ST

A Copies and the door was recommended by the property of the control of the contr

CHAPTER II

BILLET ANALYSIS

Introduction

Because the Mavy is such a large organization and requires all imaginable types of work, it is necessary that the personnel procurement, training, and distribution be done in an efficient and systematic manner. To do this requires a detailed knowledge of all the jobs which have to be performed. This detailed job information is obtained by a process known as billet analysis, which is a systematic procedure of studying and recording every detail of work performed in a particular billet or job.

This chapter will introduce billet analysis by defining a few terms associated with the process and then describing the process itself. Industrial job analysis will be discussed briefly and compared with Mavy billet analysis.

The purpose and use of billet analysis will then be explained. This will be followed by outlining the development, the present status, and the operation of the process.

Definitions

In order to study billet analysis it is necessary to have a clear understanding of the basic terms task, job, and

EL HHOUSE

STREET, SALESTER

manufacture dur.

The process of a piece to make a temperature and a society of a society of the so

ARTERIOR STATE

OF PERSONS AS AN ADMINISTRATION OF THE PARTY AND ADMINISTRAL PARTY.

billet. These are defined here for the convenience of the reader.

Task. -- A task is a single operation involved in the performance of work. Usually the work of any man consists of several tasks. Thus, a yeoman may perform several tasks, including typing deck logs, filing correspondence, or taking stenographic records of a summary court-martial. Similarly, inspecting magazines is but one task of a gunner's mate, and repairing a worn pump is but one of several tasks performed by a machinist's mate.

Job. -- A job is a recurring task or a group of related tasks performed frequently enough to constitute the basis for personnel actions, such as training, classification, and detailing. Ordinarily a man's assignment will consist of a single job, made up of the major or significant technical tasks of his assignment, and collateral duties. However, it is conceivable that some assignments may include more than one naval job.

Billet. -- A billet may be defined as the aggregate of the job or jobs and tasks performed by any one worker in a particular assignment. In civilian terms this is the definition of a position. Thus a man's billet usually consists of the battle, watch, routine, emergency, and miscellaneous duties that are assigned to him at any one time. The rela-

NATIONAL PROPERTY AND ADDRESS OF THE PERSONNEL OF THE PER

AND A PRODUCT OF THE PARTY OF T

The contract of the second sec

The extractions and the Smith and Smith and Smith Smith Smith State of the Smith Smi

tionship of these duties is explained in Chapter I. In a shore establishment, a billet may consist merely of tasks performed recurrently from day to day on a full-time basis much like a job in civilian life.

To further clarify the above definitions it should be emphasized that in the Navy a job is concerned primarily with a man's technical tasks. These are the tasks which he performs during his routine and watch duties. His general quarters and other duties, as has been pointed out in Chapter I, may or may not be closely related to these technical duties. Moreover, the major or significant technical tasks in a billet are usually those that involve the man's highest skills or responsibilities. For example, most ships have electrician's mates who specialize in the maintenance and repair of interior communications equipment. Although they may do other less technical tasks at various times, their lob is that of interior communications electrician. Similarly, most ships have a yeoman whose primary duty is to keep personnel records. Such a yeoman may have an important battle station in the "combet information center" or in a fire control director and may even stand watch on those stations; however, since he has been trained as a personnel yeoman and was assigned to the ship as such, the major and significant technical tasks that determine his job are those of a personnel yeoman.

THE RESERVE OF THE PERSON NAMED IN COLUMN 2 ASSESSMENT OF THE PERSON

the country of the party of the party of AND PERSONS AND PE AN ADDRESS NAMED AND ADDRESS OF THE OWNER, AND POST OF THE OWNER, AN position miles one will are all author starting Downson with amounted asset of marries glassife on the que to lost at the remain after our express hold small allower was registered and NAME OF TAXABLE PARTY AND POST OF TAXABLE PARTY. THE PARTY AND POST OF TAXABLE PARTY. TAXABLE PARTY AND PARTY AND PARTY AND PARTY AND PARTY AND PARTY. TAXABLE PARTY AND PARTY. TAXABLE PARTY AND PA the commentation but all williams are more absorbed to be quality of the same of the sam - Low and the property of the contract of the field of the women by their parties are some a read to be designed and a partie. with an extended the treat time is something at these assessment theretoes next a ag on feedbay or placebook from a feet oil widows are promption which the state with more promption of the profits. the course of the second of the facility of the second of the second of bound with the residence of the last of th

Billet Analysis

Billet analysis as practiced in the U. S. Navy is a systematic procedure of studying and recording in detail all the work performed in a particular billet or job and all other pertinent information which helps define exactly what the billet is and what the requirements are for a man who is to fill it. The procedure is well stendardized and the men who observe and record the information are usually specialists who are well trained in this particular field. However, the analysis can be made by the average officer if the instructions are carefully followed. The observers actually watch the man or men, in the billet which is under study, as they perform their various tasks and jobs, and record the results. Experienced men in the billet are interviewed concerning the problems of their work and the qualifications necessary to perform them.

An outline of the billet analysis schedule form is shown by Table 1 on page 16. Each schedule begins with a section of identification information, which includes the assigned rating, the billet title, the name and rating of the incumbent, the department and division in which the billet exists, and the schedule number. The description of duties which follows is composed of a billet summary giving a concise statement of the duties at battle, cruising, and emergency conditions and a statement of tasks which is a

NAME OF TAXABLE PARTY.

Table 1

OUTLINE OF THE BILLET ANALYSIS SCHEDULE FORM

A. IDENTIFICATION INFORMATION

- a. Assigned Rating:
 b. Billet Title:
- 2. Name:
- 3. Rate of the Incumbent:
- 4. Classification:
- 5. Ship: underway...in port...

Type: Class: Number:

6. Shore Station:

Name: Location: Type:

7. Department:

8. Division:

- 9. Field Schedule Number:
- 10. Analyst: 11. Date:

B. DESCRIPTION OF DUTIES

- 1. Billet Summary
- 2. Statement of tasks

C. PERFORMANCE REQUIREMENTS

1. Responsibility

2. Special Job Knowledge and Skills

3. Special Psychological Characteristics

4. Special Physical Characteristics

5. Other Requirements

- D. HEALTH AND ACCIDENT HAZARDS
- E. DESCRIPTION OF DUTY STATIONS
- F. EQUIPMENT, MATERIALS AND SUPPLIES
- O. TECHNICAL TERMS AND NOMENCLATURE

A SHOW

THE RESERVE WHEN THE PARTY OF THE PARTY OF

and the same of the same of

DESCRIPTION OF THE PARTY OF

the same of the land in

SAMPLE SAMPLE IN

and the state of the state of

TRUS

section on the

MINTEN.

Limitannia .

smototists vir

THE PERSON NAMED IN COLUMN

treatment of

THE RESERVE AND THE PERSON NAMED IN

road to benefit of

Personal Company of

All bellemon of

states are apparent on author of

the state of the s

planetakeni was

MARKET PRODUCT OF TAXABLE AND

AND REAL PROPERTY AND REAL PROPERTY AND

the state of the same of

NAME AND ADDRESS OF TAXABLE PARTY.

detailed breakdown of the duties of the billet. The third major division of the schedule lists the performance requirements, indicating the scope of responsibility of the incumbent as well as the knowledge and skills and the psychological and physical characteristics necessary for proper discharge of the duties. The health and accident hazards, a description of the duty stations, a list of the equipment, materials, and supplies with which the incumbent works, and definitions of technical terms and nomenclature complete the schedule.

The statement of tasks is very detailed and sometimes requires several pages to record. It is recorded in such a way that it can be determined exactly what the incumbent has to know and be able to do. Sketches are sometimes employed to explain details of the work. Sometimes checkoff lists that are used by the incumbent in his regular duties are included in the report to help clarify the duties. In order to indicate the procedure in detail, an example of a typical billet analysis is given below.

Sample Billet Analysis

The following is a complete billet analysis of the division boatswain's billet on an attact transport, as actually made and reported by the Sureau of Naval Personnel.

BILLET ARALYSIS SCHEDULE BUREAU OF NAVAL PERSONNEL

A. IDENTIFICATION INFORMATION

1. a. Assigned Rating: BMlc
b. Billet Title: Division Boatswain Billet No. 1211
2. Name: Liles, Lovel Eugene 18 months service

Desired and proceeds on the second and to contract the contract to contract the second second

The experimental property of a property of the end of t

with the party of the last of

- The enterglature designation of the contract of the contract

THE RESERVE TO A PROPERTY OF THE PARTY OF

THE REAL PROPERTY OF THE PARTY OF THE PARTY

3. Rating of Incumbent: BMlc

4. Classification: USN

5. Ship underway and in port: APA #39

6. Shore Station: No 7. Department: Gunnery

8. Division: First 9. Schedule No. 2

10. Anglyst: E. M. Worthen, Lt. (jg) USNR

11. Date: 1 Sept. 1944

B. DESCRIPTION OF DUTIES

1. Billet Summary Battle

- GQ Musters his hatch party at #1 hatch and takes his station near the gear locker where he stands by to supervise the repair of any hoisting gear which may be shot away in the encounter.
- As Division Boatswain he supervises the activities of forty-five men at the forward three hatches in removing all the deck boats and the handling of cargo from the holds.

Emergency

Fire - musters First Division on the port side of #1 hatch and stands by.
Fire and Rescue - musters at quarters.
Collision - musters his hatch party at GQ on the starboard side of #1 hatch.
Abandon Ship - Assigned to #1 life raft.

Special Sea Detail

Gives close supervision to anchoring and docking procedures under the direction of the Ship's Boatswain or more often under the direction of the Executive Office who either megaphones from the bridge or has his orders amplified from the bridge.

Watches

Stands no watches but is responsible for seeing that P.O's. and assigned seamen on watch lists report promptly to relieve the watch.

In Port

Assists the Chief in close supervision and assignment of tasks in the First Division.

Routine Duties

Has supervisory responsibility for the sweeping, washing, and painting of the First Division area and for the maintenance of 100

THE REAL PROPERTY OF THE PARTY OF THE PARTY

PROPERTY OF THE PARTY OF

the last the contract of the property of

THE RESERVE THE PERSON NAMED IN

manufacture of

THE RESERVE THE PARTY OF T

The same of the party of the same of the s

The second party of the party o

cleanliness in the three forward troop holds aft as far as the superstructure.

2. Statement of Tasks Battle

SQ Musters his hatch party of fourteen men on the starboard side of hatch #1 (see Battle Bill appended).

(1) Is on call to assist Repair Party.

- (2) Takes station near tool locker to supply repair gear as needed.
- (3) Supervises the laying out on the hatches of gear to replace any shot away:

a. Spare whips b. Topping lifts

- c. Single-up hook and proper wrenches
- d. Splicing gear (fids and whipping line)
- A Supervises the activities of forty-five men at three hatches in the procedures of debarkation.

(1) Eight LCV's and LCVP's are removed from the hatches.

Sets up assignment and relief lists.

- a. Supervises use of steadying lines to assure:
 - 1 Slight strain at all times.
 - ii Shift or fleet smartly on order of hatch captain.
 - iii No overhand turns or belays on cleats.
 - iv Out from under boat; inboard from all cargo going over-
- b. Stops winches if wire fouls or becomes buried on drums. This occurs when cable is spooled onto drums without a strain on it (e.g. most often in yard and stay hook-up) and then subsequently a heavy load buries the whip in the loosely spooled cable on the drum. Cable must be unspooled and slight strain applied as respooled.

c. Allows no turns on the falls at any time.

d. Watches coordination of the men operating the guys. Sees that one releases his guy as rapidly as

parent framework needs and all superchanges.

Marie Marie Marie Park

TEXTON BUILDING

OF THE RESIDENCE AND ADDRESS OF THE PARTY OF

with my Part School and State of Street, St.

NAME AND ADDRESS OF TAXABLE PARTY.

- makes sensely on

er Necesser 11,000

STREET, SQUARE, SALES, SQUARE, SALES, SALES,

the same of the last of

CONTRACT TO SECURITIES AND MERCHANISM

the same of the party of the pa

DESCRIPTION OF REAL PROPERTY.

AND ADDRESS OF PERSONS OF PERSONS ASSESSED.

STATE OF STREET OF STREET,

or other sector to rette 64

Property and in contrast of the last

eyra falar sana. 22 200

To record the second named to be

And the second second second second second

the other snubs on the nigger head of his winch and takes up on the other guy. Blocks break and lines part when these guys pull against each other. Usually 90% of strain on blocks is from the poor management of the guys and 10% is from the weight being hoisted.

(2) Unloading cargo.

- a. Personally supervises the application of straps to heavy and special vehicles, e.g. use of spreaders to prevent crushing of sides.
- b. Supervises the placing of tag lines on vehicles for guiding into and out of hatches.
- (3) Follows priority sheet on Debarkation Officer's clip board usually placed near hatch for reference in selection of gear to accompany troops and gear to be readied for "on call" transportation to the beach.

Conditions 2 and 3 (day and night steaming): Stands no watches but is available for prompt relief of watches.

Fire - musters division at the port side of hatch #1 and stands by for orders.

Fire and Rescue - musters at quarters.

Collision - musters his hatch party at GQ station on the starboard side of foredeck.

Abandon Ship - assigned to life raft #1.

Routine Duties

- (1) Supervises all cleaning in the First Division according to the Cleaning Bill which is drawn up each quarter. Husters and supervises working parties which wash, sweep and paint; wire brush cable: slush cables and lines.
- In Port
 (1) Inspects to see that all booms are topped up.

Total and says at his case that

The second secon

To the state of th

and the spinished that the state of

The column of the state of the

PRODUCT THE PROPERTY OF THE PARTY OF THE PARTY.

THE REAL PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY ADDRESS OF THE PAR

THE PART OF THE PA

the same the part on the parents in the

(2) Inspects to see that boats are ready to come off hatches and go overside: hooks placed in hoisting rings with tripping line in right position; snubbers are placed on gunwales of boats.

Special Sea Detail

- (1) Supervises the preparation of the anchor.
 Anchor is usually prepared and dropped to the water's edge as the ship comes into the harbor as a safety measure even though the ship is going to tie up at a dock.
 Procedure:
 - a. Disconnect anchor windlass from the lock.
 - b. Place chain stoppers in position.
 - c. Check the brake to be sure it is on.
 - d. On word "let go" winch operator releases brake.
 - e. Pulls pin and tips pelican hook on the chain.
 - f. Order to let go includes number of fathoms desired. The red painted link indicates 15 fathoms; white 30 fathoms; blue 45 fathoms.

g. Stand by to veer chain.

(2) Supervises 19 men in forward section for handling mooring lines. (There are three sections, 56 men, assigned to man all the lines which are numbered along the deck from bow to stern).

a. Takes orders from Executive Officer usually stationed on the
wing bridge and sees that these
orders are executed, e.g. "take
a strain on number two," "slack
one," "double-up two and three,"
"place rat guards on all lines."

C. PERFORMANCE REQUIREMENTS

1. Responsibility

- (1) As Division Boatswain he gives close supervision to the performance of the personnel of the First Division.
 - a. Makes suster reports to division officers.
 - b. Selects working parties and liberty parties.

NAME AND POST OFFICE ADDRESS OF TAXABLE PARTY.

THE RESERVE AND PARTY AND PERSONS ASSESSED.

No. of Street, or other Desires, where the Person of Street, or other Desires, where the Person of Street, or other Desires, where the Person of Street, or other Desires, or

STATE OF TAXABLE

Fernal Laboratory T

and endlish recent temporals or

AND REAL PROPERTY AND ADDRESS OF

AND REAL PROPERTY AND ADDRESS OF THE PARTY AND

LESS DEL

AND REAL PROPERTY AND ADDRESS OF THE PERSON NAMED IN

the name of the last of the last

The second secon

The second of the second of

All the second second second

A PERSONAL VI

The same of the sa

making of the state of the same of

THE PARTY OF THE P

- c. Supervises the rotation of assignments on winches and steadying lines.
- d. Gives close personal supervision to special Sea Detail, section of 19 men. (2) Has nonsupervisory responsibility for repair

(2) Has nonsupervisory responsibility for repair and replacement gear for hoists.

(3) Receives close supervision of the Ship's Boatswain in handling of Special Sea Detail and hoisting gear.

(4) Receives moderate supervision from the division officers and general supervision from the First Lieutenant in matters of upkeep of area and of troop holds (repair of bunk bottoms and cleaning).

(5) Receives close supervision of the Executive Officer when the latter supervises the Special Sea Detail from the bridge.

2. Special Job Knowledge and Skills

(1) Complete knowledge of holeting gear.

- a. Placement of straps, sleds, salmon boards, nets, coaling bags, spreaders, pallets, etc.
- b. Doubling up and singling up of tackle on hoists.
- c. Repair and replacement of guys, toppings, spanners, whips.
- d. Operation of winches.
- e. Use of steadying lines.
- (2) Knowledge of ground tackle.
 a. Handling of anchor winch.
 - a. Handling of anchor winch. b. Operation of anchor winch.
 - c. Stowage and cleaning of chain.
- (3) Knowledge and ability to use mooring lines.
 (4) Ability to supervise men and lead them.
 - a. Sees jobs to be done in terms of number of men to perform the task.
 - b. Distributes work on fair basis.
 - c. Sees men's point of view but insists upon completion of the task and the conservation of materials and equipment.

3. Special Psychological Characteristics

Ressonableness, confidence and firmness.

4. Special Physical Characteristics

Generally able, about 25 to 30 years of age to insure sufficient maturity

D. HEALTH AND ACCIDENT HAZARDS

1. Danger exists from falling cargo or gear due to:

and the party of the last of t many the relatively smallest property the later series for . Light and the section THE RESERVE AND ADDRESS OF PERSONS ASSESSED. NAMED IN CO. OF PERSONS ASSOCIATED IN CO., and ADDRESS. AT BOOK TAX TO SHOW THE PARTY NAMED IN COLUMN THE PERSON NAMED IN mently apply and to the concounty and these ones are opposite than the property NO ASSESS AND NAMED OF THE PERSON NAMED IN a later and profession of man for temporal to their start on other metallicities on STATE OF STA THE PARTY OF THE P satisfied and addressing of the 76 stead of all pools of its property THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NAME

(1) Failure to set brakes on topping or whip.

(2) Parting of lines.

(3) Overbalancing of loads due to swaying gear. 2. Position exposed to enemy action.

E. DESCRIPTION OF DUTY STATIONS

1. 0Q station is forward of number one hatch in a semisheltered area near the overhang of the 5/38" gun tub.

2. 1A station is open to enemy action on foredeck

in general.

3. Special Sea Detail station is forward of the guns on the bow.

F. EQUIPMENT, MATERIALS AND SUPPLIES

1. Equipment:
Hoisting gear, chains, anchors, winches, boatswain seats, stages, straps, salmon boards,
nets, ladders, pallets, coaling bags, general
tools such as mauls and wrenches, pails,
scrapers, paint brushes, serving tools, canvas
tools.

2. Materials:
Lines, cables, clamps, blocks, rags, grease,
canvas, chain.

Supplies: Soap, sand paper, paint.

G. TECHNICAL TERMS AND NOMENCLATURE

1. Double up - run hoisting halyard from winch out to lead block near the end of the boom, down to block over hook, up through block at end of boom and down to make fast on block above hook.

(Takes about 15 minutes to single up from a double purchase and reverse). (See also item 6).

2. Spanner - guy between upper ends of booms in yard

and stay hookup.

3. Straps - cable slings used to attach loads to hoisting hook, sometimes covered with canvas, sometimes kept apart with spreaders when there is danger of cable crushing load.

1. Take a strain - snub the line gently so that

line tautens.

5. Topped up - at sea booms remain in cradles or boom crotches, but when unloading or debarkation operations are imminent, booms are raised by setting whip brake, disengaging whip, engaging

- Appear we selected the second part of the second part of
- A STATE OF THE PARTY OF THE PAR

DESCRIPTION OF PERSONS ASSESSED.

- The second secon
 - The late of the second desired by the second of the late of the
- NAME AND THE PERSON NAMED AND ADDRESS OF TAXABLE AND ADDRESS OF

SHAPPING BY TAXABLE PARTY OF THE PARTY OF

- Just product process process process of the con-
- LABORAL SERVICES AND ADDRESS PRODUCT STREET, SPINSTER, S
 - of the party of the latest of

SHEET AND DRIVE SHEET AND ADDRESS OF

- And the second complete published part of the second of th
- long the best to also owner meaning pay married at
 - The state of the s
 - PART OF SCHOOL SALE AND ADDRESS OF TAXABLE PARTY.
- The second of advance region of the control of the

topping clutch and releasing topping brake; then pull back on electric winch (0.0.5., General Electric) control lever and topping halyard is spooled in thereby raising end of boom out of cradle.

6. Double up moorings - via heaving line send bight to bollard on dock.

This example of billet analysis clearly shows the great amount of detailed work involved, and the mass of information that is provided about the billet when the work is properly done.

Job Analysis in Industry

The analysis of jobs or billets is not new. It has been practiced in industry for a long time. Inasmuch as the term billet, in the sense of a job, is peculiar to the military services, industrial studies are referred to as job analysis, but the terms are practically synonymous. Frederick W. Taylor is credited with first introducing job analysis under the term "scientific management" soon after 1900.2

The term "job analysis" has two meanings depending upon the purpose for which the study is made. One of these is the preparation of a job specification for employment and pay purposes, and the other one has as its purpose the improvement and standardization of the method of doing the

^{10.} S. Navy Department, Bureau of Naval Personnel, Billet Analysis Schedules for APA Enlisted Billets, Part I, (Navpers 16155), pp. 6-9. Washington: October 1944.

Zwilliam R. Spriegel, Principles of Business Orgenization, p. 333. New York: Prentice-Hall, Inc. 1946.

NAMED INCOMES ADDRESS OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY.

The second determine the second property of the second state of th

parameters and relative trans-

The second control of the plant on the party of the second of the second

work. 3 Both of these meanings will be discussed briefly.

The first meaning applies to the more or less superficial study of the work done and the conditions under which
it is done, in order to determine what the job actually is,
the conditions under which it is done, the qualifications required of the worker to be able to do the work satisfactorily, and the relative amount of pay which the job deserves.
The resulting information is summarized in a so-called "job
specification," which is used in selecting from applicants
for employment. The objective is to make it possible for
the interviewer to more intelligently match an applicant's
qualifications with the requirements of the job. The information is also used for the purpose of job classification,
which will be discussed in a later chapter.

This first meaning also applies to the analysis when it is used for the purpose of job evaluation or rating to determine pay rates. In this procedure, jobs are usually evaluated in terms of characteristics that set off respective groups from each other. There is no uniformity in the number or kind of characteristics used. The number used may range from five or six to about a hundred in extreme cases. However, in modern practice relatively few characteristics are used, usually from five to ten. The following are examples of some of the more common enes:

³Edwin W. Robinson, Business Organization and Prectice, p. 159. New York: McGraw-Hill Book Co., 1945.

ACTION OF STREET, ST. LEWIS CO., LANSING, MICH., LANSING, MICH

The production was not realized only operation of their real of the production of th

THE RESERVE AND ADDRESS OF THE PARTY OF THE

- 1. Physical requirements
- 2. Mental requirements
- 3. Learning time
- 4. Responsibility for men, material, and equipment
- 5. Working conditions including danger
- 6. Judgment

A range of point values is usually assigned to the various elements and each job is rated in accordance with this range depending upon the importance of the particular element to the job. These points are then totaled and compared with the totals for other jobs to determine their relative value for pay and other purposes. In practice there are many details and refinements to this basic system but the above outline serves to explain the principles involved.

Job evaluation, in this sense, is practiced by all large industries. It is a valuable tool of management that contributes to both the workers' satisfaction and managements' control in the following ways:

- 1. Facilitates the settlement of controversies about relative wage rates.
- 2. Shows the relative value of all jobs within the business.
- 3. Forms a basis for comparing jobs between different business houses or firms when the same system and standards are used.
- 4. Facilitates the establishment of the relative value

- L. Spinister Contract
 - The Person of the Party of the
- To be a second of the second o
 - Annual Contraction of the Contra
 - want military smithen beauty ...
 - promite to

And the best need to been added at any of the contract and the contrac

- The state of the s
 - THE RESIDENCE AND DESCRIPTION OF THE PARTY SHAREST AND ADDRESS OF THE PARTY OF
 - The secretary hands and hand states or a second or second or and the second or second or and the second or an additional or additional o
 - TAXABLE PROPERTY OF THE PROPERTY OF THE PROPERTY OF

of a new job.

5. Serves as a basis for maintaining relative uniformity of wages in different plants or houses owned
by the same firm, though the actual wage levels may
vary markedly.

The second meaning of job analysis has as its purpose, the improvement and standardization of the method of doing the work. This involves not so much describing the work as it does dissecting it. The first step in this kind of analysis is to determine whether the work is really necessary. If it can be eliminated, no more time need be spent on it. One test of essentiality is to ask what would happen if this particular work were discontinued. Elimination of unnecessary work is the first technical step in any improvement program.

If the work is found to be necessary, the next step is to examine everything connected with the job, starting with the purpose of the work, the materials and equipment used, the conditions under which the work is done, and a minutely thorough scrutiny of the way it is done, often using time and motion analysis as a background. As a result of this detailed survey, several facts may be revealed: the light may be inadequate or may come from the wrong direction; the machine may be in poor condition or it may be obsolete; the material may not come in proper shape to work on; the tools may be dull, not appropriate, or even lacking; the

APPE MINE OF THE

The selection of the selection of about a second of the selection of the s

The reason of the medical distribution of the property of the

worker may make many unnecessary motions, which may not only take up unprofitably spent time but also tire him quickly; the work may not be arranged to best advantage; the work place may be too high or too low; the seat, if any, may be too high, too low, not comfortable, or ill-adapted to the worker and the work.

wherever practicable, or an almost entirely new job may be synthesized, with appropriate materials, equipment, and tools, with as nearly ideal working conditions as possible under the circumstances. The improved job would use a method which contains no waste motions, no unnecessary effort, no strain, and which utilizes both hands simultaneously wherever advantageous and possible. Everything concerned with the job is then standardized so that wherever this same work is to be done the standards established can bet set up and adhered to.

Purpose and Use of Billet Analysis

Billet analysis in the Navy is done for practically
the same basic reasons as job analysis in industry except
that it is not used basically as a method of determining
pay. It is possible, however, that it may be used for this
purpose in the future. There are several reasons for billet
analysis in the Navy and they will be taken up separately.

As in industry, the primary purpose of billet analysis

The first year dealers passed on the state descend place and the same and the same

William Bridge Street, Square Street

is to define all Navy jobs and to determine the minimum qualifications demanded of the personnel who fill them. This is the first step in any effective personnel management program. Before naval personnel can be procured from civilian life, the Navy must know the billets for which they are being procured and the minimum qualifications each candidate must possess for satisfactory performance in the job. the educational planning for each man is effected and training schools are set up, the Mavy must know the objective of the training, and particularly the billet or types of billet which the graduates are to fill. Before naval personnel are distributed to the various operating commands, the bureau aust know the number, types, and standards for each of the billets to which they will be detailed. The ultimate goal of personnel management is to insure that the right person is in the right place at the right time, and a complete knowledge of the jobs and the qualifications required to fill them is the first step in attaining this goal. This basic information about Navy jobs and billets is obtained from Billet Analysis Schedules, which are the recordings of the various billets as analyzed. An example of one of these schedules is given on page 17.

Another purpose of billet analysis is to improve and

An example is: U.S. Navy Department, Bureau of Naval Personnel, Billet Analysis Schedule for APA Enlisted Billets, Part I, (Navpers 16155), Washington: Oct. 1944.

medical way audienced in loss soul, pour les nothers in al ADMIT AND RAD OF STREET, AND THE PERSON NAMED IN - No. 2 Designation Designation with the last of the party of the SHARLES HAVE SERVED IN THE PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY ADD OLIVA, OHR DONE NAME AND DESCRIPTION OF PERSONS AND PARTY AND PARTY. cialiano des realisticos sudificios sur ses liversos sulos THE RESERVE THE PARTY OF THE PA called in himshall in me ton the sit affants and built-To emilypation only bear. Taken You'll dell your 20th out discussed that COLUMN THE RESIDENCE AND PRESENT WHEN CONTRACTOR OF THE PRESENT OF THE THE DESIGNATION OF PERSONS AND PERSONS ASSESSED AND TAKEN THE PERSONS ASSESSED. NAMED AND ADDRESS OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY. and for these and wondered many county appears and word Yours SHIP REMATER WITH A PRESENT OF A LABOR WITH THE PART OF THE PARTY. to the second supplement for the property of the pulling second to bradespee a bine poorly vooling our do waste viller and as at OF SWILLIAMS ASSESSED VALUE OF DEEP DEEP WINE TO SERVICE AND SERVICE AND ADDRESS OF THE PARTY OF VIII then the line filed who in everlaine this week, the SHADOWS HE REALEST AND ADDLESS THAT THE SHADOWS IN ADDRESS. To operate one out our state and another than a state of the same classic to non-the expenses on administration are officially numbered with AND MADE OF SHIPE AN ADDRESS OF

the second of all absolute falled to begin sufficient

standardize the various billets. When billet analyses were first started it was found that there was a great deal of difference in the organization of the personnel on different ships and in the particular jobs and tasks that were assigned to any one billet. This was found to be true even for ships of the same type. Another purpose of the work then became to determine an efficient organization for each type of ship and to determine a desirable combination of jobs and tasks for each billet. This later developed into the problem of determining these factors for new types of vessels which were developed, such as the many types of landing craft. The results of this work are Specifications for Officer and Enlisted Billets for each type of ship, which list all the billets and gives a description of each, together with statements of the usual rates assigned and the performance requirements. When practicable these are developed by combining the best features of studies on several ships of the same type. Normally typical bills listing battle, watch, and routine duties are also included. This results in more efficient billets and fewer of them so it is easier to train men for them and distribute them once they are trained.

Billet analysis is also used as a basis for determining the qualifications for the various ratings and rates.

San example is: U. S. Navy Department, Bureau of Naval Personnel, Specifications for LCS(L) Officer and Enlisted Billets, Washington: Sept. 1944.

NAME AND ADDRESS OF THE OWNER, AND ADDRESS OF THE OWNER, THE PARTY AND ADDRESS OF THE OWNER, THE PARTY AND ADDRESS OF THE OWNER, THE THE REST PROPERTY AND ADDRESS OF THE PARTY AND THE PARTY SHAPE THE PARTY. ANTHORISE DESIGNATION OF THE PARTY OF THE PA Designation and their name on their particular for the own widow AND HAVE SHAWN WHICH ME HAT BEEN WARRED THE WORLD'S WARR WHICH HE NAME AND POST OFFICE ADDRESS OF THE PARTY AND POST OF THE PARTY OF NAME AND ADDRESS OF THE PARTY O named him with the malfindresses advectors in organizate at the TO SERVICE USE ONLY DESCRIPTION AND ADDRESS OF A PARTIE OF THE PARTY AND ADDRESS OF THE PARTY OF Account of excess for exact one pair to exact pairs of exactly country DESIGNATION OF THE WAY THE WAY TO SEE THE PARTY OF THE PA THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER. NOT THE ROLL WHEN PERSON THE PARTY NAMED AND PARTY OF THE what will arrest own to all the world the world the second transport of the last party and the second section and the second The state of the s CALL SAN BY STATE THEOREM OF RELIGIOUS THE RESIDENCE LINES AND ADD MANUAL WARRING WARRY STATES THE PARTY OF THE PARTY AND ADDRESS OF THE P -crit the of the control of the cont men where he was not the or with the month time would be seen as THE COST AND REAL PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF T

-nimeron and about a no loose made at early from Sellier and and

The state of the s

It is necessary to constantly study these qualifications to insure that they accurately reflect changes in duties and skills brought about by current conditions and technological developments, and to increase the degree of specialization of enlisted training and thus reduce the everlapping between training for different ratings. In developing these qualifications a General Specification is prepared for each rating by combining all of the major requirements from each of the billet analysis schedules of billets normally filled by the rating under consideration. In doing this, all available information is used including billet schedules from all types of ships and stations. The Hanual of Qualifications for Advancement in Bating is then prepared from these general specifications. As the name implies this manual lists in detail the minimum qualifications for premotion to each rate or pay grade in each of the different ratings.

still another use made of billet analysis is in the naval job classification program, which is discussed in Chapter IV. Nuch of the basic information for this program is obtained through billet analysis. The result of this work

An example is: U. S. Navy Department, Bureau of Wavel Personnel. General Specifications for Rediomen, (Navpers 16472), Washington: Dec. 1944.

⁷U. S. Navy Department, Bureau of Naval Personnel, Manual of Guelifications for Advancement in Rating, (Navpers 18068), Washington: 1947.

THE RESERVED AND PARTY OF THE P American Street, Advantage Advanced in the Street, Street, and Street, Street, Street, and Street, Str made and the party of the party and the party of the part married address and course and day pointed believing in SALES AND REAL PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF THE THE REST NAMED IN COLUMN TWO AND REAL PROPERTY AND ADDRESS OF THE PARTY Secure of Comment of St. Cold for an Assession, who placed the Cold for to the making space medicional harm to make their sales of AND ROOM PRODUCTION OF PERSONS ASSESSED THAT HE PROPERTY WAS A TOP OF THE PERSON OF TH specifically be bound only produced one sales in many NAME AND POST OFFICE ADDRESS OF THE PARTY OF OTHER DESIGNATION AND VALUE OF THE PARTY OF to delicate the market and experiently and an interest of AND DESCRIPTION OF THE PARTY AND THE PARTY AND THE PARTY.

is the <u>Manual of Enlisted Mavy Job Classifications</u>, which describes some eight hundred different Mavy jobs and assigns them each a code number. Billet analysis is also useful in the preparation of tables for the identifying of civilian jobs with equivalent Mavy Jobs.

For these reasons it can be seen that billet analysis is a very important and fundamental procedure in the naval personnel program, and that it must be used continuously in order to keep the information on Navy jobs and their qualifications up to date. It is necessary that all peacetime billets be analyzed but it is even more important that this work be done and kept up to date for all wartime billets, because it is most valuable and necessary for rapid mobilization and expansion.

Development of Billet Analysis

Prior to World War II, some analyses of jobs in the Navy had been made, but for the most part the work was hap-hazardly done and was uncoordinated. Whatever was done was usually done by some ship or station in an attempt to solve some local problem. With the rapid expansion of the Navy resulting from the necessities of World War II the need for such analysis became quite apparent. In the early part of the war, analyses continued to be made locally by ships and

Manual of Enlisted Navy Job Classifications, (Navpers 15105), Washington: Oct. 1945.

THE PERSONNELS OF THE PERSONNE

According to the contribution of the contribut

stratus patterns to the same

To find all the property of the second secon

stations and also by research groups employed by contract to conduct studies on specific problems, such as the selection of gun crews or the selection of telephone talkers. Finally in the autumn of 1943, a centralized program of billet analyais was established in the Bureau of Naval Personnel. Two staffs were organized, one to study the billets of enlisted men, and the other to study officer billets. Only the former will be discussed in this paper. Experts were obtained from industry and from educational institutions and they organized and started a sound and efficient system of billet analysis for the Navy, and directed and coordinated all such work. Their mission was to completely analyze all of the various types of officer and enlisted military billets in both the peacetime and the wartime Navy. As has been explained above, their work finally involved much more than this, but it was a start on the tremendous and urgent task.

Obviously all of the work could not be accomplished at once, so work was started on the most urgent problems first, such as analyzing the most critical billets or jobs, to describe the nature of these jobs, and determine the qualifications required of the individuals who could fill them. As outlined above this was necessary so men could be recruited and trained for the jobs and ratings. Another early and urgent problem was the study of the billets and organizations of the new types of ships, such as landing craft and AFA's, which were being developed rapidly during

DESCRIPTION OF THE PERSON NAMED OF TAXABLE PARTY. (Chairfe country attended to the Control of the Con THE RESIDENCE OF THE PARTY OF T the parameter board to measure and and installing the age BREAD TO STREET SHE WANTE OF SHE SEALINGS STREET STREET THE REST PARTY OF THE PARTY OF Commendate in Alexandria Service, Salah property and Julie species THE RESIDENCE ASSESSMENT AND DESCRIPTIONS AND DESCRIPTION To military foreign the time times a highest than her brought with DESCRIPTION AND DESCRIPTION AND ADDRESS OF THE PARTY ADDRESS OF He without plots from the san markets while your day of CONTRACT THE PARTY OF THE PARTY THE REST AND RE. LEWIS MARRIED WAY DRIVE HARDEN AND ADDRESS. went over your Madred plint? their which years builting A PERSONAL PROPERTY AND ADDRESS OF THE PARTY OF THE PARTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY AD Mark Liverson and then refused them with the file absorbed to

the war. This was necessary to establish uniform and afficient organizations for these important types of vessels.

Present Statue

Although a considerable amount of information was collected on a number of jobs and ratings, and many ship-type specifications have been published, actually the Navy is just starting on a systematic billet analysis program. Hany types of ships and activities have not been studied at all. For many naval occupations there is almost no information svailable and even for those ratings which have been given the most attention the information on hand is limited. A beginning has been accomplished, however. Some data are available and, what is more important, techniques and methods have been developed and have been tested under actual operating conditions. Moreover there has been established a Billet and Qualifications Research Division under the Research Activity in the Bureau of Naval Personnel whose goal is to eventually have a complete analysis of every naval officer and enlisted billet in both the wartime and the peacetime Navy. This division is now functioning in a post-war status with a small but well trained staff of billet and qualification analysts. The setting up of this organization insures that the work began during the war will be continued.

Future Need

It can be readily seen that the nature of billet

The line william million of quantum and and all of the sail

network reservoir

has relymented in discuss addressingles a Warmitta DESCRIPTION NAME AND ADDRESS OF ROOM OF THE PARTY OF THE PARTY AND PARTY. special control and all property and a property of the second of the party of the p THE PERSON NAMED AND POST OF TAXABLE PARTIES. AND PARTY OF TAXABLE PARTY AND PARTY OF TAXABLE PARTY. tills in bullete med you want neld bridge but notice to -Third mathematical on Visialis at 19869 Amathematic force pain ner comb some man risker madden would not need by the could allow the dillowed in their or being in lighter. A bleightthat has been assumed about a bound and and both only with a new house his sent much from the state of the - Livery Spill array Alaskin forms in fact your road from his Spill live. No. 24225 a Spirit dress must not would measure and SACRAFILE DESCRIPTION AND WHAT WAS ADDRESS OF THE PARTY O provide the sale of the same and the same of the same of the same of William has maddle place yours to addition obtained a small will prove malforming our loss majorine had need on contain a differ the contract of all galactions in all mining a little of SHE CONTRACTOR PROPERTY OF VEHICLE ASSESSED LAWS FAIR AGAIN. making in softing as of his appealed or in the services

Zero's mustack

THE COLD THE PROPERTY AND ADDRESS OF PARTY AND ADDRESS OF THE PARTY A

analysis is such that it is impossible to bring it to a definite conclusion or complete it. Once completed an analysis must be maintained up to date by revisions from time to time to meet changing needs and conditions. As new equipment is developed and as new types of naval warfare are adopted, jobs will change and as such changes occur, complements, training, and all other personnel programs must be modified accordingly. It is important to realize, therefore, that in a dynamic Navy some sort of job analysis will continuously be necessary.

It is particularly important that billet analysis be conducted aggressively during peacetime, because it is in mobilization for rapid expansion in time of war that the most valuable results of the work are derived. These benefits will not be available if the work is delayed until an emergency arises. It is also true that, even if time permitted it, analysis is much more difficult to accomplish in wartime because the ships and the men are devoted to urgent military necessities and are not as available for such work. During peacetime, however, it is much easier to give adequate time to research and to find ships and activities available for any desired studies. If the possibilities for peacetime research are properly realized, the Mavy can be prepared to expand its personnel force to meet whatever emergency may be expected of it. This cannot be over-emphasized for the success of future mobilization may be directly dependent on the

- Line on the party of manners to the form than all many and - Line on the land of the last of the state of t

THE RESIDENCE PROJECT NAME THAT PROPERTY OF THE PARTY NAMED IN CO., THE PARTY not sell to commend and comments of the last to the la made award ware the sould not accommon allower with controllable on . DESCRIPTION OF THE REAL PROPERTY AND THE PROPERTY NAMED IN CO. the James Surpation and Service and Tale organizations and Feet 224th 1925. -res made to save your most make at his species assessment of the same of depolits who can be with the same of PRODUCE OF SECURIT TWO MED ATT THE THEORY AND PRODUCT OFFICE AND RESIDENCE AND ADDRESS OF THE PARTIES WAS DESCRIBED TO A PARTIES. of second a little of white district of 17 years of highlighten sortion NAMED AND DESCRIPTION OF PERSONS AND PERSONS ASSESSED. THE MEN NOT SHALLON AND ASSOCIATED THE ASSOCIATION OF THE ASSOCIATION the second part of the part and a second part of the second part of related 15s processed from an last standard assembly and former name and the production of the Assess Adv. All to be seen as and the processing payments and the evidential particular process to readequacy of our peacetime billet studies.

Operation of Billet Analysis

while the Billet and Qualifications Research Division of the Research Activity in the Bureau of Maval Personnel will be responsible for conducting a coordinated program of billet analysis, it cannot be expected to do all the work itself. For one thing, its staff is likely to be quite small. The success of whatever program may be adopted will, in all probability, require the cooperation of ships and stations.

It is probable, also, that ships and stations will continue to have local problems that they will have to solve on the basis of analyses which they conduct themselves. For such analyses, advice and technical assistance will be freely given by the Bureau of Naval Personnel. In return, the results of such research should be submitted to the Eureau where they can be added to its store of data on job analysis.

Ships and stations will have a still further responsibility. Namely the validation of conclusions and recommendations made by the Bureau. Even with the precautions taken to assure the collection of objective data and the accurate interpretations of such data, it is possible that errors or omissions may occur. If so, it will be the responsibility of the ships and stations to call such faults to the attention of the Eureau along with appropriate recommendations,

parallely building and the property

SHOUSE BUILD IN SHARESHIP

Apple consequent him topics that provide and consequent that are made one of the consequent of the consequence of the consequen

which will be based most likely upon results of their own analysis.

The average line officer will seldom be called upon to make a billet analysis, but the completed analysis will be an invaluable source of information for him. From it, he can determine the nature of the job to be done, and the qualifications necessary for a man to carry on the job effectively. Further, in the shipboard type of analysis, a complete Watch, Quarter, and Station Bill accompanies the analyais and this can be of great help to the officer either in preparing his own bill or in interpreting the bill prepared by his senior officers. Effective personnel control requires that all officers have a general knowledge of billet analysis and the reasons for it, as well as the uses that can be made of it. This is necessary so they can intelligently utilize the technique to the fullest advantage, and thus improve their handling and supervising of the men who are assigned to them.

Summery

Because the Navy is such a large organization, it is necessary that the personnel functions, such as procurement, training, and placement, be done in an efficient and scientific manner. This requires a detailed knowledge of all the jobs that have to be performed and the qualifications of the men required to fill the jobs. This information is obtained

The selection of the se

THE RELEASE BE ADDRESS AND VALUE OF PERSONS AND able a beginner before over out that years partition is not us to the are investment a section of the following the figure of the later and the AND THE WOLLD'S HE SEE THE ADD TO STREET AND ADDRESS AND contra del not no grows of our a not growsome toulded billion three to the party of the contract of the standard of the standard of the contract of the cont sales and selections and district the property of the property of the parties progress and in space having the majors while you will formioned Line and publicarymental put we alter your and make and in an amino officers. Officelly processed control regularity NAMED OF TAXABLE PARTY OF TAXABLE PARTY OF TAXABLE PARTY OF TAXABLE PARTY. nome and the first person out for the all that anyther and the OC 174 - TALE AS COMMISSION OF THE RANGE AND ASSESSED. nevertal road has judge with you had not set the modern of our DESCRIPTION OF THE REAL PROPERTY OF THE REAL PROPERTY OF THE PERSON NAMED IN COLUMN TWO PERSONS NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TRAN

lines.

by a process known as billet analysis which is a systematic procedure of studying and recording every detail of work performed in a particular billet or job and recording the qualifications required by the men who fill the job. The process is long and tedious and must follow the procedure implicitly. It is usually performed by experts who have been trained for the work, but can also be accomplished by the average officer if he follows the standard instructions carefully.

Industry has been practicing job analysis in one form or another since about 1900 and has been developing it ever since. The problems in industry are practically the same as those in the Navy. However, the Navy is larger than most industries and, therefore, requires this technique just that much more. One of the principle uses made of job analysis by industry is to evaluate the value of the jobs in terms of wages. This feature has not yet been directly applied in the Navy but it is entirely possible that it may be in the future.

The primary purpose of billet analysis is to define all Navy jobs and determine the minimum qualifications demended of the men who fill them. This information is absolutely essential before men can be properly procured, trained, and distributed to fill the various jobs or billets. Another purpose is to improve and standardize the billets and to establish them for new types of vessels. Analysis is also

The property of the contract o

The state of the s

The second of all annual tentions between property and the second of the later of the second of the second of the later of the second of the second of the later of the second of the

useful in determining the qualifications for the various rates and ratings, and it is helpful in the Navy job classification program.

before the last war, but this was usually in isolated cases where a ship or station was trying to solve some local problem. At the beginning of the war it was realized that billet analysis was essential and a definite program was started by the Bureau of Naval Personnel late in 1943. The most urgent work was done but a great deal was left to be completed. In fact, the work will never be completed because billet analysis is a continuous process. Once a billet is analyzed it has to be maintained and corrected from time to time for changes that are required because of technological developments or changes in the methods of conducting naval warfare.

The work in billet analysis is most fruitful when the Navy is mobilizing reserves and civilians to rapidly expand itself in times of emergency or war. In fact, without a thorough knowledge of the nature of, and the requirements for, the many wartime billets it is questionable if the Navy could expand as fast as will be necessary to successfully wage any war that may develop in the future. It is, therefore, absolutely essential that full advantage be taken of the possibilities for peacetime research to provide all of the information on wartime and peacetime billets, so that the Navy will be prepared in the event that mobilization is

THE RESIDENCE OF THE PROPERTY OF THE PARTY O

processed and another than the second processes and the second test of the second test of

The effects of the second regions and the second regions of the second region and the se

ever necessary.

Ships and stations will be required to cooperate in the studies and to test and verify their results. It is important that all officers have a general knowledge of the process of billet analysis and the reasons for it so they may use it intelligently and also aid in this work which is so essential to the Navy.

the processing on Strategies and James Street Man Street

AND AND ADDRESS OF THE PERSON NAMED AND ADDRESS OF THE PERSON ASSESSED. THE PERSON ASSESSED AND ADDRESS OF THE PERSON ASSESSED AND ADDRESS OF THE PERSON ASSESSED AND ADDRESS OF THE PERSON ADDRESS OF

CHAPTER III

THE RATING STRUCTURE OF THE NAVY

Introduction

The men who do the work of the Navy differ in many respects. Some of them can perform one kind of a job or trade such as cooking, and others do different kinds of work. Some are relatively young and inexperienced while others are older and experienced in many situations and in leading and handling men. It is obvious that some kind of system is necessary to identify these various traits of the different men, so that they can be readily organized into a working team with each man being given the job and responsibility he can handle the best. This identifying is done in the Navy by a system of ratings, rates, and pay grades which constitutes the rating structure of the Navy.

This chapter will discuss the rating structure of the Navy. Some of the more common terms will be defined first, then the rating structure will be explained and a few sample ratings will be described. This will be followed by a discussion of rates, pay grades, and special qualifications. The functions and use of the system, and its relationship to complements and allowances will then be discussed.

ATT WITHOUT

THE RE OF SCHOOL SECTION 1847.

IN A NAME OF THE OWNER, OF THE OWNER, OF THE OWNER, OF THE OWNER, OWNER,

The series and the second of the second of the second of a put the second secon

The processors politics and records the court approach to the cour

Definitions

In order to simplify this discussion and to aid in understanding it, the following terms are defined. Some of these were presented in the last chapter but are listed again for convenience and review.

Task. -- A task is a single operation involved in the performance of work. Usually the work of any man consists of several tasks.

Job. -- A job is a recurring task or a group of functionally related tasks performed by a worker frequently enough to constitute his full-time employment.

Geoupation. -- An occupation is a recurring job or a group of functionally related jobs which, for classification purposes, it is expedient to designate by a name or title.

<u>Rating.</u>—A rating in the Navy's classification system is the name given to an occupation which requires essentially the same kind of aptitude, training, experience, knowledge, and skills.

<u>Rate.</u>—A rate is a pay grade classification within a specific rating, reflecting levels of aptitude, training, experience, knowledge, skill, and responsibility. Thus, the rating of yeomen is reducable to the rates of chief yeoman; yeoman, first class; yeoman, second class; and yeoman, third

aminimization.

THE THE RESIDENCE WAS NOT AND THE PARTY OF A PARTY OF THE PARTY OF THE

The contract of the state of the second temporal for the second temporal te

The same a second and the second sections and the second s

print for printed and additional electricity of the printed and a second second

The property of the second of

The course has placed from a course through the second section of the second second section of the second seco

class.

Pay grade. -- A pay grade is a classification applying to all enlisted personnel in the Navy for the purpose of determining their pay. All the men within a given pay grade receive the same basic compensation. There are eight pay grades in the Navy, ranging from one and one A on through seven. Pay grade one is that of a permanently appointed chief petty officer and pay grade seven is that of a seaman recruit.

The Rating Structure

Any large activity involves a number of men working together to achieve certain goals. Each man is in a billet and has a certain number of tasks to perform. The men are classified according to their assignments or the work they do. A given assignment may require a man with certain skills or knowledges or from a given occupation. Thus the activity may need clerks, bookkeepers, storekeepers, machinists, or carpenters. The various types of occupations needed group together to form what is called an occupational structure.

In the Navy the various ratings needed to do the work form, as a group, the rating structure of the Navy. A study of the Navy rating structure involves a study of the skills and knowledges grouped in each rate, the various grades necessary for each rating, and other factors.

In a large assembly plant where because of the volume

The designation of the state of

THE PARTY AND THE PARTY OF THE

of production a high degree of specialization is possible, the organization approaches that of a task structure rather than an occupational one. Each worker does one simple task. As the volume of work decreases or as the number of operations increases with a given amount of manpower, each individual must perform a larger number and greater variety of tasks and the structure becomes more occupational in nature. This partially explains the reason for the recently developed differences in the peacetime and wartime rating structure of the Navy, which will be discussed later.

The rating structure of the Navy is presented in detail in part D. Chapter 5, of the Bureau of Naval Personnel Manual. As it is subject to frequent revision to keep in step with the changing needs of the Navy, this discussion of the matter will be general, rather than specific. In fact, a comprehensive change in the rating structure is being planned as this is being written to improve the entire system so it will better meet the needs of the Navy as demonstrated by the last war. The following description will therefore apply to the new structure which is tentatively scheduled to go into effect on 1 January, 1945.

The new structure consists of eleven groups of ratings grouped according to bread general functions involved

Dureau of Naval Personnel Manual, Revised, Washington;
Government Printing Office, 1945.

THE CONTROL OF THE PROPERTY OF

to suppose more to state the contract of an income to see a state of the state of t

or according to shipboard organization. The names of the groups, such as deck, ordnance, and construction, roughly indicate the basis for classification. Each group includes a number of functionally related or associated ratings. Table 2 on page 46 lists the eleven groups of ratings and also shows the number of ratings in each of three categories, which will now be explained.

The new rating structure has been made flexible so that it can accommedate the needs of the Navy both in peacetime and in war. During peacetime the General Service Rating will produce broadly qualified, well rounded, versatile personnel who in time of emergency can be advanced to higher positions of responsibility and authority. During wartime the seme rating groups will be divided into a larger number of narrower Emergency Service Ratings, and some additional Exclusive Emergency Service Batings will be established also. This emergency expansion in the number of ratings makes it much easier to find and train men for any particular rating. Following a national emergency and a return to peacetime organization, men in the narrow emergency service ratings will be required to qualify for the broader general service ratings in order to be retained on active duty. This will be facilitated since the general service ratings are directly related. occupationally, to the emergency service ratings. The relationship between these three categories of ratings is illustrated in Table 3, on pages 47 and 46, which lists all of

The control of the co

the sales and some pasts and armitmetty hadden the not -busing his fifted ignal with the olimes with addressment had \$1,000. the set is seen bodies seemed by began her all he call THE RESIDENCE ASSESSED AND ADDRESS OF THE PARTY OF THE PA moduli of former's of our presents to said of the protect MACRONI ANDRESS APPROPRIATE THE STATEMENT OF STATEMENT AND STATEMENT OF STATEMENT AND STATEMENT OF STATEMENT AND S specimen warmed or mitted firelightly and glate accounty graphics make with London to the sandard of feel and property to the tenton of the NAME OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY. TAX NAMED ADDRESS ASSESSED AND THE PARTIES OF PARTIES ASSESSED ADDRESS AND ADDRESS ASSESSED one made a market a few processors I amed to a subset (1) AND RESIDENCE PROPERTY OF THE PERSON NAMED AND POST OFFI THE PARTY OF THE PERSON NAMED IN COLUMN 1 and the adjust in the first parties in the later of the later of TO OWNER OF SERVICE AND ADDRESS OF PARTY AND ADDRESS OF PARTY AND ADDRESS OF TAXABLE PARTY. ARTHUR ADDRESS OF THE PARTY OF THE PARTY AND PARTY AND PARTY AND PARTY AND PARTY. consultable of the energetor relation to relation to the -RECEIVED TO REPORT OF THE PROPERTY OF THE PARTY OF THE P

Table 2

SUMBARY OF NAVY ENLISTED NATING STRUCTURE BY OROUPS

Orono	Number of General Number of Service Ratings Service	Number of Exergency Service Ratings	Number of Exclusive Emergency Service Ratings
	at	10	0
II Ordanae	**	70	-
- Commit	m	p=4.	0
	N	<i>a</i>	0
V Administrative and	* *	70	٠
Clerical	7.00	000	0 -
MI	* () t	4 0
,,,,,	NI	N,	40
VIII Construction		200) (
IX Aviation	The state of the s	2	N (
	prof.	prof (0
X Steward	~	ev.	0
Various Non-Petty-Cliicer			
••••••••••••••••••••••••••••••••••••••	12	12	0
	73	142	13

1 1
THE PERSON OF TH
A THE PERSON NO.
IS & WELL BOND
3 1 3511131 1111

Second 12 School NAME OF TAXABLE PARTY.

1

STANSON OF ANDRESS

STATES VARIABLE

Table 3

HATIMOS IN GROUP VIII (CONSTRUCTION) OF MAVY EMLISTED RATING STRUCTURE

Grades	General Service Ratings (2)	Dutles (3)	Emergency Service Ratings (abbreviations & duties) (k)	Exclusive Emergency Service Retings (5)
7	Surveyor (SV)	Make reconnaissance, preliminary, and final location surveys for roads, airfields, pipe lines, ditches, buildings, etc.	Same as General Service.	None
<u>-</u>	Construction Electrician's Mate (CE)	Instell, meintein, and repair all types of electrical equipment and communication systems.	(CEG) General Construction Elec. (CEP) Fower Lineman (CEL) Communica- tion Lineman	e u o M
T-1	Driver (CD)	Operate and maintain automotive and heavy construction equipment such as trucks, tractors, tournapulls, bulldozers, and shovels.	Same as General Service.	None
and 8	Mechanic (OM)	Maintain, repair, and overhaul automotive and heavy construc- tion equipment, such as trucks tractors, tournapulls, bull- dozers, and shovels.	(CMG) Gesoline Engine Mechanio (GMD) Diesel Engine Mechanic	None

	Carried Street	The party	
		The state of the s	
Personal regis			A STATE OF THE PARTY OF THE PAR

PATRON OF PERSON STATE STREET, STATE STREET, STATE STA

Market N

			48			
(5)	e u c	None	None	(ESX) Specialist	None	None
3	(BUL) Light Construction (BUE) Reavy Construction	(SWS) Structural Steel worker (SWR) Construc- tion Rigger	Same as General	Mone	Same as General N Service. Normal Advancement to ratings in Con- struction & Engin- eering & Hull groups.	Seme as General Service. Normal advancement to Fireman (FK).
(3)	Construct, maintain, and repair wood and concrete structures.	Erect or dismantle steel bridges, buildings, and other assemblies used in heavy construction.	Install, operate, mainteln, and repair heating, water, power generating, and sewage disposal equipment.	Excavation Foreman Mavy Job Code 45110	Under supervision; light off boilers; operate pumps, turbines, motors; record readings of gages; maintain and clean machinery and compartments.	Under supervision, assist Fire- man and Petty Officers in the performance of their duties.
(2)	Bullder (BU)	Steelworker (SW)	Utilities Man (UT)	None	Fireman (FN)	Fireman Appren- tice (FA)
3	7	1-1	3		EC .	9

THE PARTIES

			1	1	
			Principal Princi		
Service dispose property	The state of the s		The same of the sa	Parlament Sound Statement of St	
ALT AND THE	A Long Market		Supplied of the last	ford and the latest of the lat	
		,	2.0	T.	TE!

the ratings in the construction group. The relationship of the construction group to the entire rating structure is shown in Table 2 on page 46. These two tables give a general picture of the rating structure.

Ratings

As defined above an occupation is a class name given to a group of jobs requiring common skills and knowledges. Thus the occupation of carpentering is the name given to the group of jobs requiring skill in woodworking and a knowledge of wood construction, cabinet making, and the like. This does not mean that all carpenters do the same job. It does indicate, however, that they have a general knowledge of all the tasks or jobs and can perform some of them with a good deal of skill.

The Navy uses the term rating synonymously with occupation. In some instances the skills and knowledges required to work in a Navy rating are similar to those of a parallel civilian occupation. This is true of such technical occupations as sheet metal worker or machinist as well as the maritime trades.

The three new categories of ratings will now be de-

General Service Rating. -- A general service rating is a peacetime or basic rating which encompasses a broad and comprehensive occupational area. In peacetime, this is the

To information the course building man and of property and and of property and and of property and and other property and and other property and and other property and and other and and and and an analysis and analysis and an analysis and

.

The contract of the contract o

- The second sec

 rating held by a man on active duty in the regular Navy.

During a period of national emergency and at a time to be determined, men in a general service rating will be changed to an appropriate emergency service rating. As an example a general service rate of construction electrician's mate, first class, may be changed to construction electrician's mate, mate L, first class, whose qualifications are much narrower and more specialized.

Emergency Service Rating .-- An emergency service rating is a rating in pay grades one to four inclusive, covering an occupational area narrower than that of the general service rating and constituting a subdivision into which men of the general service rating will be channeled in time of national emergency. An emergency service rating permits more specialization than the general service rating and is designed to make use of civilian skills and occupations with a minimum of training. Enlistments directly into these ratings will be made in time of national emergency. Following demobilization, men holding these ratings who wish to remain in active duty in the regular Navy will be required to qualify in the related general service rating embracing the emergency service rating they held during the period of emergency. The qualifications for these ratings are published for use when the emergency service ratings are placed into effect and for the training of reserviete holding these ratings, both during

THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE with particularly agent are men multiple and for market as an exception According to the Post Start Street Street, street Labella Common on Soline the stable of the conference is not been about the pair of the last In cast of talograph of Life males surprise toward and in named of Ferriginal Analysis, Statement Statement and Appropriate Laurenteen work his loss publish my losses. Commany will send manufacture of the losses. I STATE CONTRACTOR AND REALIST THE REALIST THE REAL PROPERTY. equipment of the contract of t -th material agreempton Landeten to quarter and many on facts and discount the street with a state of the state of the property of the state of t the problems and development and party name tradement and not have sentent transport and analysis and the authors belong the part out and the property of the party and party of the land and the party of make her and describing him published and make make and all the and the latter with the party and the special party and the same of without their production opens believed an appropriate to be and only

peacetime or during a period of national emergency.

Exclusive Emergency Service Rating. -- An exclusive emergency service rating is a rating in pay grades one to four inclusive to be placed into use upon expansion to a wartime basis in order to make most effective use of civilian skills with an absolute minimum of training. In peacetime, the rating will not exist in the regular Navy, the necessary functions of this rating being performed by personnel in the general service ratings as collateral duty. The qualifications for these ratings are published for use when the exclusive emergency service ratings are placed into effect and for the training of reservists holding these ratings, both during peacetime or during a period of national emergency. Examples of this rating are fire fighter and artist.

A review of Table 3 on pages 47 and 45 may aid in understanding these definitions, and the relationship between the three kinds of ratings.

ratings are given in detail in the <u>Manual of Qualifications</u>
for <u>Advancement in Rating</u>. For convenience a few of the
typical ratings will be described to further illustrate the
above discussion.

²U. S. Navy Department, Bureau of Naval Personnel, Manual of Gualifications for Advancement in Rating, (Navpers 12062), Washington: 1947.

of the latter of

OWNERS OF THE OWNER OF THE OWNER OF THE OWNER.

And the second tray of matters is all patron dalabase questions of the second facility of an experimental with the latest facility of an experimental with the latest facility for the second of the second of the latest facility for the second of the secon

The state of the second section of the secon

Description and the ministral Library in a manufacturers

Description of the following of the following of the manufacturer and

Description of the property of the following of the spectrum and the spectrum of the following of the spectrum of the following of the spectrum of the spectr

BOATSWAIN'S MATSS (Group I, Deck)

GENERAL SERVICE RATING

Boatswain's mates perform many types of deck duties aboard ship, including the maintenance of running rigging, standing rigging, ground tackle, davits, boat falls, canvas articles, fenders, mooring lines, and nets. Supervise operation and maintenance of ship's boats. Operate and maintain construction battalien equipment used in loading, unloading, dredging, and underwater construction. Supervise working parties and damage control parties. Act as members of gun crews.

EMERGENCY SERVICE RATINGS

Soatswein's Nate G.--Perform deck duties aboard ships. Supervise damage control and working parties. Act as members of gun crews.

Boatswain's Mate B. -- Operate and maintain all equipment used by construction battalions in connection with dredging, underwater construction, and hoisting and lowering of equipment.

boatswain's Hate 3. -- Operate derricks, cranes, winches, tractors, lift trucks, and other equipment used in loading, unloading, and stowing cargo by construction battalion activities.

Boatswain's Rate K .- - Fabricate and patch shipboard

Seed of party spinster, Philippins

THE RESERVE AND ADDRESS OF THE PARTY NAMED IN

AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY ADDRESS OF THE PARTY ADDRESS OF THE PARTY

The second section of the second second section is a second second second section section second sec

canvas at ship repair activities.

Boatswain's Mate R. -- Big cranes, booms, blocks, and tackle at ship repair activities. Splice manila and wire rope.

INSTRUMENTMEN (Group IV, Precision Equipment) GENERAL SERVICE RATING

Instrumentmen install, test, calibrate, overhaul, and repair mechanical instruments, such as meters, gages, office machines, watches, and clocks. (This does not include chronometers, electronic devices, interior communications equipment, or aircraft and optical instruments.) Work from blueprints and schematic drawings; recondition instruments, and select and set jewels in instruments, watches, and clocks. Keep records of work done in repair shop; prepare requisitions for spare parts and supplies. Repair mechanical parts of electrical instruments.

ENERGENCY SERVICE RATINGS

Instrumentmen W.--Repair, clean, and adjust watches and clocks (except chronometers) used in the Navy.

Are assigned to repair ships and shore stations.

Instrumentmen O.--Maintain and repair typewriters and other office equipment at large shore installations or aboard tenders.

Instrumentmen I .-- Install, test, calibrate, overhaul,

And which the state of the same particular and the same and the s

Transport material via marks in property

The state of the s

Common volume of the STATE of the Common State

and repair mechanical instruments, such as meters, gages, and hairspring instruments. Repair mechanical parts of electrical instruments. Are assigned to repair ships and shore stations.

YEOMEN (Group V, Administrative & Clerical) GENERAL SERVICE RATING

Yeomen perform clerical and secretarial duties of all kinds on ships and stations, including typing, filing, operation of duplicating equipment, and general office work; handle correspondence, prepare reports, and maintain necessary records and official publications. Act as recorders for deck courts and as reporters for courts-martial. Personnel in higher pay grades qualify as stenographers.

EMERGENCY SERVICE RATINGS

Yeomen T. -- Perform clerical duties of all kinds on ships and stations, including typing, filing, operation of duplicating equipment, and general office work; handle correspondence, prepare reports, and maintain necessary records and official publications. Act as recorders for deck courts.

Yeomen 5. -- Take dictation of correspondence, reports, courts-martial material, using a typewriter. When not employed as stenographers may perform general office work.

A Personal Control of the Control of

Allegania di Statembriano et produccioni

The sale of the sa

MACHINIST'S MATES (Group VII, Engineering & Hull) GENERAL SERVICE RATING

Machinist's mates operate and perform upkeep on main steam engines (either reciprocating or turbine types) and auxiliary engine-room and boiler-room equipment, such as pumps, compressors, valves, oil purifiers, heat exchangers, governors, and reduction gears. Maintain and make minor repairs to outside machinery, such as the steering engine, anchor windlass, cranes, elevators, and winches. Operate, maintain, and repair refrigeration and airconditioning equipment. Perform duties on generation, stowage, and transfer of the following industrial gasses; oxygen, acetylene, carbon dioxide, nitrogen, hydrogen, and helium.

EMERGENCY SERVICE RATINGS

Machinist's Nates L. -- Operate, maintain, and make operating repairs to main propulsion and auxiliary machinery of steam propelled vessels.

Machinist's Nates R. -- Operate, maintain, and repair refrigeration and air-conditioning equipment.

<u>Kechinist's Nate C.</u>--Operate and maintain machinery for generating and compressing industrial gas and for charging compressed-gas containers. Table A proposal limit with moved mark a fellowing

The state of the s

SHOWING MAKE AND ADDRESS.

BUILDERS (Group VIII, Construction) GENERAL SERVICE RATING

Builders construct, erect, maintain, and repair frame, timber, and concrete structures, such as warehouses, hospitals, barracks, bridges, trestles, tanks, buildings, wharves, and cofferdams. Perform such auxiliary operations as shoring, underpinning, pile jettying, capping, driving, and oribbing.

Operate sawmills and cabinet and carpenter shops.

Build concrete forms, place reinforcing steel, and batch mix, and place concrete in all types of structures, including underwater installations. Direct logging operations.

EMERGENCY SERVICE RATINGS

Builders L. -- Work on light construction, such as buildings, warehouses, and hospitals.

Builders H. -- Work on heavy construction, such as wharves, docks, cofferdass, and trestles.

No examples of exclusive emergency service ratings have been given because the detailed descriptions for these ratings are now being developed and are not yet available. The requirements for these ratings will be very much like their civilian counterparts.

A review of the sample ratings listed above reveals that the jobs grouped into a rating have common and related

ACTUAL STREET, ASSESSMENT

Total in the second product of the second se

SHAREST STREET, STREET

Delicated prints delical manifest edition and the current. In

characteristics. In determining whether certain jobs have sufficiently common characteristics to be grouped into a rating it is necessary to consider several factors, the more important of which are:

- Kind of training and experience required to perform the job. This factor will indicate the skills and knowledge required.
- Kind of aptitudes required to perform the job. Included are both physical characteristics and mental aptitudes.
- 3. Kind of equipment operated, tools used, materials worked, or articles produced.
- 4. Surroundings in which performance of job occurs, including the administrative organization within which the job is located.

Ordinarily, the first two factors--those concerning training, experience, and aptitudes--determine whether jobs are alike or unlike; therefore, they can be considered the most important factors. Nowever, there are occasional jobs which may possess common factors but which are so different in working environment, tools and equipment used, or materials worked with, that they are better placed within different ratings.

Rates and Pay Grades

The men operating within the various ratings in the

THE REST OF THE PERSON NAMED IN CONTRACT OF THE PERSON NAMED I

- Description of Administration and September 100 and 10
- The same and another the property of the particle of the parti
 - AND DESCRIPTION OF THE PARTY OF
- A PARTIE OF THE PARTIES OF THE PARTI

AND ADDRESS OF THE PROPERTY OF POST OF A STREET, AND ADDRESS OF A STREE

selfed of Javantal

THE R. P. LEWIS CO., LANSING MICH. LANSING MICH. LANSING MICH. LANSING, MICH. LAN

Navy are compensated according to their ability and training.

Rates of pay are regulated by Congress and for the armed

forces are grouped into what are called pay grades. All men

within a given pay grade receive the same compensation. The

highest pay grade for an enlisted man is pay grade one.

That is the pay grade of a permanently appointed chief petty

officer. The lowest pay grade is that of a seaman recruit.

which is pay grade seven.

Enlisted personnel in pay grades one, two, three, and four are known as petty officers. Petty officers in pay grade one are chief petty officers and those in pay grades two, three, and four are petty officers first class, second class, and third class respectively. The designations, chief, first class, second class, and third class, are known as rates. Thus there is a direct relationship between a petty officer's rate and his pay grade. Care should be taken not to confuse rate and rating. Rate is the class of the petty officer, first, second, third, or chief, whereas rating is the name of his occupation, such as machinist's mate, signalman, or boatswain. Thus the rating of yeoman includes all men of that occupation having the rates third class, second class, first class, and chief. The relationship of the pay grades to the rates and one category of nonrated men is shown in Table 4 on the following page.

THE REPORT OF THE PROPERTY OF THE PERSON AND THE STATE OF THE STATE OF

printed and also salves and demonstry breaking DIS SA PRESERVA SHIP! ASSOCIATE MAKE BY SPECIAL RESIDENCE SHOWER AND ALL RESIDENCE PROPERTY APPROXIMATION AND ADDRESS OF THE PARTY. you there and faits one paths of them that about the CALLS ON MANY REAL PROPERTY. THE WILLIAMS THE R. P. LEWIS PROPERTY OF PARTY OF PARTY OF PERSONS ASSESSED. to describe addressed above others to the second next property or the difference of the party of the best of the parties of the section of the parties of the section of the secti the public of Chiefe, white a street, taken, or mark, one and IN THE PARTY OF TH manufacture of palities and more editoration of appealments and the delical method and partiest enthropping field the part life measurest -monthstep art glades for condend totally could become money where the presument man from anything that and tentholic face and the other where the property of the property of the property of the popular

Table 4
PAY GRADES OF NAVY ENLISTED MEN

Pay Grade	Rate or Classification
1 A 2 3 4 5 6	Chief Petty Officer (permanent appointment) Chief Petty Officer (acting appointment) Petty Officer First Class Petty Officer Second Class Petty Officer Third Class Seaman Seaman Apprentice
7	Seaman Recruit

Special Qualifications

One of the purposes of the rating structure is to provide opportunities whereby men may earn promotion and increased pay as a result of learning more about and becoming more skilled in doing technical work within their respective ratings. There are, however, many jobs in the Navy which, for one reason or another, cannot be assigned to any one rating, but must be performed by men of various ratings as collateral duties in addition to the normal duties of their ratings. Such additional jobs involve a high degree of knowledge and skill, consequently a man is required to devote much time and effort before he is able to perform them efficiently. Because of the extra time and effort required and because it is necessary that the Navy have available men with these extra skills, an incentive has been established to encourage men to qualify for such jobs. This incentive is a system of so-called special qualifications, which

Total State	

SHIPPINGS CARRY

THE REAL PROPERTY AND PASSED AND THE PERSONS NOT THE PASSED IN the continues out the same plants to be a supplement to the same of the same o pulliment that Family brond printered for Classes & to the fore transmitted AND RESPONDED TO THE PARTY OF T college. There all a long part party large line in the large style. now not not been present and discharge a positions in decrease that the last on equilibri foreigner by more of femoustress on these had specified the name of the Party of the Owner of the Owner of the Party of the Pa DESCRIPTION OF STREET, and hardware works has said yourse not in the said of the later. ness at the little of the part DESCRIPTION OF THE PARTY OF PERSONS AND ADDRESS OF THE PARTY OF THE PA PERSONAL PROPERTY AND ADDRESS OF THE PERSON OF THE PERSON

provide special insignia and, in most instances, extra compensation for men who are qualified.

The requirements for the various special qualifications are set forth in part D, Chapter 5, of the Bureau of Naval Personnel Manual. In general they include: stations for which extra compensation is allowed, skill requirements, knowledge requirements, special physical requirements, length of time for which qualification is effective, opportunities for requalifying periodically, and number of men allowed extra compensation. Some of the special jobs, which involve the use of arms and for which men may currently receive extra compensation are: aviation gunner, gun orewman, gun rangefinder operator, gun director crewman, expert rifleman, and expert pistol shot. In addition there are other special qualifications, including those for men qualified for duty aboard submarines, or for duty as divers, aviation pilets, welders, motion picture operators, or training instructors.

Certain of these special qualifications, such as aviation pilots and divers involve a very substantial increase in compensation. However, the requirements for receiving this extra pay are that a certain amount of the special work actually be performed within specified periods

Bureau of Mavel Personnel Manual, Revised, Washington: Government Printing Office, 1945.

THE RESERVE AND ADDRESS NAMED AND ADDRESS OF THE PARTY AND ADDRESS AND ADDRESS

and the contract of the last special policy and the contract and DO ASSESSED THE REPORT OF THE PARTY OF PARTY AND THE PARTY DESCRIPTION OF LOCATION STREET, ST. contract first and particular to produce the particular and other requirementary and and address of the continuents, Laure of these two materials and the attack of the court NAME OF THE PERSON AND PERSONS ASSESSED ASSESSED. names named factories and the month amphibition of restmination the part of the same of the state of the same and the same the same of the same of AND ADDRESS OF THE PARTY OF THE - Office Proper assumed antivally may abulerous established our DESIGN THE WHITE DESIGNATION AT 12500 SHARES TWO IS NOT THE Shifting me and most policies, and personal property make the company of the contract of the contra produced on presidence remarks making production production and the contract of

THE THE SECRETARIES AND ADDRESS OF THE PARTY OF THE PARTY

A Desirated Total Control of Cont

and that the special qualifications be assigned to the allowance of the command to which the man is attached.

Functions of the Naval Rating Structure

The rating structure of the U. S. Navy has been outlined above and reasons for its existence have been discussed. Some of the direct ways in which the rating structure is used will now be taken up.

It is emphasized that, since a rating is a rather general occupational group, the only direct uses which can be made of ratings must necessarily be general also, nevertheless, several of these general uses are very important, the chief ones among them are as follows:

Recruiting. -- By providing occupational areas within which men have an opportunity to learn occupations and to advance in skill, knowledge, responsibility, and pay, ratings represent tangible neval careers. As such, they offer positive inducements and motivation to potential naval recruits.

Training. -- Hatings provide convenient classifications around which to plan and organize training programs on the level of basic or elementary training for an occupation. Included in this type of training are the Navy's class "P" and class "A" schools.

Promotion. -- Ratings provide a basis for advancement in pay grade so that such advancement is based upon a man's

Tower to surge the section product the section of the section of the section.

residence of the period of the produced

The same and paint in all and his reminerate materials and annual his special hours. Should be seen that the same has been about the same has been as the sa

THE PARTY AS YOU WAS A PARTY OF THE PARTY OF

The same and the same and the property of the same and th

The second problem in the problem of the problem of

and the same of th

increased usefulness to the Navy within his own occupational area.

Administration. -- Ratings provide classifications and symbols for the maintenance of personnel records and the designation of men whenever occupational groups are adequate. Job classification, which will be discussed in the next chapter, assists in breaking this down to a finer degree.

<u>Morale</u>.—Through the use of insignia and continual reference to their ratings, a psychological stimulus is given to enlisted men. Such recognition of the distinction of naval occupations, by enhancing the concept of a naval career, contributes to the morale and efficiency which are so essential to the Navy.

In addition to these direct uses of naval ratings, there are indirect uses that are also important. This is especially true of those uses discussed in the next chapter in which ratings are supplemented by job classification.

Complements and Allowances

This discussion of ratings and the rating structure of the Navy would not be complete without an explanation of complements and allowances. A ship's complement is its man-power budget expressed in terms of the number of men in each rate and rating that are deemed necessary to operate the ship.

American market and the same of the same o

And the Principle of the same of the last of the last

AND DESCRIPTION OF THE PROPERTY OF THE PROPERTY OF THE PARTY OF THE PA

Description than alterated to one and character-galaxies over the property of anticological country of anticological and the male transmitted and the male transmit and a construction of a facilitation of the facilita

A STATE OF THE PROPERTY OF THE

Appendix for branching

types and classes in accordance with several factors, including: (1) stations to be manned during battle and watch, (2) equipment to be operated, and (3) limitations as to living space and weight as established by the Bureau of Ships. When these factors are translated into terms of ratings, pay grades, and eventually job classifications, the resulting complement becomes the basis of personnel actions for the ship. The ship will organize its men into divisions and watch sections in accordance with the complement and men will be detailed to the ship and transferred from it in accordance with the complement as modified by the current allowance for the ship.

Allowances represent the number of men in each rate and rating to be actually assigned to a ship. Whereas complements are relative tables, changing only as there are physical modifications in the ships, allowances may vary from time to time in accordance with the size of the naval force. In wartime, complements may even be exceeded slightly for such purposes as training men to be subsequently transferred to newly constructed ships. During peacetime, however, when battles are not imminent and when the naval force is reduced, allowances may be considerably below complements.

Summary

The rating structure of the Navy consists of ratings, rates, and pay grades which roughly identify the abilities

while terms were sufficient which wants were absolute to the

Agent and electrons in decembers included institute and recent in the second institute and recent in the second institute and recent in the second institute and recent institute

The control of the test control of the control of t

32/10/20

AND A THE WARRANCE SHARE THE PARTY NAMED IN COLUMN TWO IS NOT ASSESSED.

and traits of the various men required to operate the complex Navy. This is necessary so the men can be readily organized into a smooth working team with each man being given the job that he can handle the best.

The Navy is constantly revising and improving the rating structure to meet the continuously changing needs of the service. Right now a major revision is being planned which will incorporate the many benefits which World War II demonstrated to be desirable. The details of this revision have already been announced in preparation for making it effective on 1 January 1948.

eleven groups which were determined by the broad functions involved or the shipboard organization. It has also been made much more flexible so it can accommodate the needs of the Navy both in peacetime and in war. During peacetime there will be fewer broad ratings, each of which will cover many tasks and jobs. In wartime the number of ratings will be more specialized and agree more closely with similar civilian jobs that may exist. This will facilitate the utilization of civilian experience and the training of men for a given rate. It also fits the wartime organization of the Navy much better as there are many more men to perform approximately the same number of tasks.

The new categories of ratings are: the General Service Rating which is a broad peacetime rating held be all men

THE R. LEWIS CO., NAME AND ADDRESS OF THE PARTY AND PARTY AND ADDRESS OF THE PARTY.

THE STATE SHAPE THE SELECTION OF PERSONS AND ADDRESS OF STATE SHAPE SHAPE AND ADDRESS OF STATE SHAPE SHAP

The state of many and assembly states and an incident an incident and an incident and an incid

over the left time private recommend to the second and commend and the

on active duty in the regular Navy in peacetime; the Emergency Service Rating which is much more specialized and is made by dividing the general service rating into several special service ratings; the Exclusive Emergency Service Rating, which is a wartime rating designed to make the most effective use of civilian skills with a minimum of training.

Each rating is divided up into rates for the purpose of identifying various degrees of ability and training, and for the purpose of paying the men. There are seven pay grades in the enlisted branch of the Navy and each one corresponds to an equivalent rate or classification. In addition to ratings the Navy has a system of special qualifications for the purpose of identifying men who are qualified to perform some special task or job which because of its general or special nature does not fit well into any particular rating. The special qualifications are indicated by appropriate insignia and most of them give the men who hold them extra compensation. In some cases, such as divers and aviation pilots, this extra compensation is very substantial.

The rating structure is very important in the proper administration of personnel in the Navy and is used in nearly all phases of this work including: recruiting, training, distribution, promotion, and building morale. It is important that every officer and prospective officer have a thorough knowledge of the rating structure and its uses.

The state of the contract of the state of th

The first and the parties to meeting the part and the form of the first and th

The first life has been and an immunity of the contraction of the cont

CHAPTER IV

JOB CLASSIFICATION

Introduction

The last chapter discussed the rating structure of the Navy and explained how ratings and rates are used to roughly classify men according to their abilities and train-In the old Navy this procedure was adequate, but all the technological developments that have been made recently have made the work of the Navy so complex that a great deal of specialization is necessary in order to perform it efficiently. This specialization naturally requires a great many more different jobs than was necessary under the old Navy. In order to make the traditional rating structure sufficiently selective for the efficient training and detailing of men on the higher and more specialized levels, it has been supplemented by a system of Navy job classification to identify individual jobs. This has become an important part of naval personnel work and a naval job classification code number is now a part of every man's service record.

This chapter will introduce and describe the Navy
job classification codes and will also outline the job classifying system used by industry and explain how the Navy makes

VE HIPLINGS

SELECTION OF THE PARTY OF THE P

Indicated in

To breakfully pather out presently watgets don't out BY ROOM WHE SHARE THE RESIDENCE WAS DESIGNED AND THAT THE cultural flow on publishing which oil hardward new quantum and broduce AND POST OFFICE ADDITIONAL PROPERTY AND ADDRESS OF THE PARTY AND PARTY AND planted once and again had always been anaparable out And Anny a feel indpend on your sale to prop my nice you -17 to 71 -- Year of volume all variables of distributedings in dures a nothing allowed or calvallations and authority RESTORATION OF THE PARTY NAMED AND POST OFFICE ADDRESS OF THE PARTY NAMED INCOME. - the bridge to make the best filled pulling structure and agree PRESENTE THE SECOND PROPERTY AND PARTY OF PERSONS ASSESSED. many many 24 and percent wear Laderica, where they would have an Jan towhich has been addressed and price for markets of the property of the party of the TO FREE DESCRIPTION AND DESCRIPTION OF PERSONS ASSESSED AND ADDRESS ASSESSED. total matter-Philosophe day forms a language franchist faithcourse harried a basic point to draw a real of bounds.

The set of the set of

and the chapter will be concluded with a discussion of the present developments and problems still to be accomplished in job classification in the Navy.

Navy Job Classification System

The Navy job classification system assigns a standard title and a five-digit numerical code to each of the hundreds of specialized jobs performed by enlisted personnel on all the ships and stations throughout the Navy. This system is intended to contribute to the more refined detailing of personnel in terms of individual skills and the requirements of jobs to be filled. For this purpose the traditional rating structure, which was described in the last chapter, has proven to be inadequate. The complexity of machinery and operations of the modern Mavy has made necessary the development of this more comprehensive and flexible job classification system, under which every enlisted man is assigned a title and code indicative of the Navy job which he is best qualified to perform. The Hanual of Enlisted Havy Job Classifications is the working manual which describes some eight hundred different Mavy jobs and assigns them each a cede number. This manual also gives other details of the system and explains how to use it.

U. S. Navy Department, Bureau of Naval Personnel, Manual of Enlisted Navy Job Classifications, (Navpers 15105), Washington: October 1945.

Description of all to control our to manufactures and the first has been seen and the second and

AND REAL PROPERTY AND SHAPE

DESCRIPTION OF PERSONS ASSESSED BY AND PARTY OF THE PARTY NAMED IN NAME AND THE PERSON OF STREET CONTRACTOR PERSONNELL IN STREET OF STREET, STREE Did not I wonderpart Digital John and Department while the selection was bethe sales and the sales are seen as the sales and the sales are the sales and the sales are the sale where the publishment from their record days are appropriate and following TO STREET, AND ADDRESS OF THE PARTY OF PERSONS THE PARTY AND ADDRESS. making the contract of the party and the party of the par not produced by Court of Sections and makes produced the property by addressed ANY propositional and adversery CONTRACT THE PERSON NAMED IN COLUMN 2 IN C STREET, STREET to design and the latter party states where provided the where he are regarded power and he symbolized when the water's Special field against the factor of the Control of NAME AND ADDRESS OF THE PARTY O the state of the same that were presented to be a second or the same to be And take of our manager has making

And the second of the second o

Basic Elements of the System

Navy Job Definitions. -- Accompanying each job listed in the job classification system is a brief definition of the job. This definition is not a complete analysis of all the tasks involved, but it is intended to indicate those significant aspects of each job which make it different from all others.

Savy Job Title. -- Each classified job has been assigned a specific job title. Official abbreviations have
been made for some of the titles when practicable. In all
records and communications where job titles are used, the
standard official abbreviation may be used. It is important
that they be used exactly as given in the manual and that no
other abbreviations be made or used.

Navy Job Code. - Rach job is assigned a five-digit number. This is the Navy job code. Whenever the Navy job title is used, the Navy job code is also used. However, in some reports and tabulated records, the Navy job code may be used without the title. Since some of the job titles have several different code numbers to show specialization in certain combinations of equipment, it is important to always record the correct code number and to record it accurately.

Service Type Code .-- The service type code is a

ments not be admined about

The first place of the contract of the contrac

The contract of the state of th

a his being more national hero-address and material

system of two-digit numbers which identify the major types of Navy ships and shore activities. The function of this code is to identify the type of activity in which each man acquired the Mayy skills indicated by the job title and code assigned to him. Some examples of service type codes are given in Table 5 on this page.

Table 5

EXAMPLES OF SERVICE TYPE CODES

Code Number Activity Represented by Code

Ol..... Carrier Type Aircraft (Casu, Casuf, CasD)

15.... Armed Guard

20.....Aircraft Carrier (CV and CVB)

22.....Battleship (BB) and Large Cruiser (CB)
29.....Submarine (SS) Minelaying Submarine (SM)

40.... Hospital Ship (AH) 50.... Ammunition Ship (AE)

62..... Navy Yards 71..... Naval Prisons

77 Field Construction Units and Activities

82.... Depots, Storehouses, Stores and Supplies

99..... Miscellaneous

Major Job Groups .-- All Navy jobs are organized into nine basic major job groups with further breakdowns within each group. These major job groups with their code numbers are listed in Table 6 on the following page.

Examples of Classified Jobs

The Manual of Enlisted Navy Job Classifications lists some eight hundred different jobs which have been

²Ibid.

Applied of the management of the state of th

IS NAMED IN COLUMN

personal reservation of the contract of the co

The state of the s

Man And Lincoll in automatic

Description of the same of the

Table 6

MAJOR NAVY JOB GROUPS AND CODE NUMBERS

Job Codes	Major Job Groups	
00000-09999 10000-19999 20000-29999 30000-39999 40000-49999 50000-59999 70000-79999 80000-89999	Seamanship Ordnance Electronics Engineering and Repair Metal Working, Construction, & Utilities Aviation Administrative and Clerical Technical and Miscellaneous Medical	

classified. A few of them will be given here as samples of typical jobs. It will be noted that each job has a job code or number, a job title, a definition of the job, and sometimes an abbreviated title whenever abbreviation is permissible.

03112 QUARTERMASTER SUPERVISOR (QM Supv)

Performs all duties of quartermaster watch stander and, in addition, is qualified to supervise other quartermasters as quartermaster of the watch on a large ship.

03121 QUARTERNASTER WATCH STANDER (QM Watch Stander)

Under supervision, performs all ordinary duties of quartermaster operating with the fleet; acts as helmsman, stands after steering watch, makes log entries, takes and plots bearings, interprets bouys, channel markers, and visual signals, and takes soundings; winds

2 1000

many has not received but you have

THE REAL PROPERTY.

Company of the Compan

And the state of the state and the part of the state of t

Avenue and a second property and a second

THE REST OF THE PERSON AND ADDRESS OF THE PERSON ADDRESS OF THE PERSON AND ADDRESS OF THE PERSON ADDRESS OF THE PERSON

and sets chronometers. May correct charts and publications. Is familiar with the purpose and use of all navigation instruments. May instruct strikers and act as quartermaster of the watch.

03910 QUARTERNASTER, BASIC (QN, Besic)

This classification is for rated or non-rated men, including strikers, who perform routine or basic quartermaster duties and who are not fully qualified for a specialized classification. Graduates of class "A" QN school who have had no significant experience should be assigned this classification.

11511 to 11532 FIRE CONTROLMAN, ROUTINE MAINTENANCE (FG, Routine Maint)

Under supervision, runs routine checks and tests on fire control circuits and equipment, and operates equipment at general quarters; performs routine electrical and mechanical repairs under general supervision, such as replacing insulation, replacing brushes in electric motors, replacing simple parts in lead computing sights, and making simple adjustments to synchro systems. May assist with major repairs of equipment in the capacity of learner and helper.

Assign classification code below depending upon type of director system on which primarily qualified:

11511 Mk 37 Director System

11512 Mk 33 Director System

The Ann washing to the service of the second se

(when you will be to be supply to the supply of the supply

The distribution of the party and the party of the same of the sam

Design registers (CV)

The stand has Annual method have a consequent value of the colored solution of the colored solution and the colored solutions and the colored solutions are actionally at a fine of the colored solutions and the colored solutions are actionally and the colored solutions are actions and the colored solutions and the colored solutions are actions and the colored solutions and the colored solutions are actions are actions as a colored solution and the colored solutions are actions and the colored solutions are actions are actions and the colored solutions are actions are a

THE PARTY OF THE P

strap weren D of high

- 11513 Mk 35 Director System
- 11521 Mk 34, Nk 38, or Mk 54 Director System
- 11528 Obsolete (Mk 32 Director System or Below)
- 11531 Mk 52, Nk 57, or Nk 63 Director System
- 11532 Mk 51 Director

24210 RADIO OPERATOR, RECEIVING-TRANSMITTING (Radio Opr, Recg-Transmitting)

Receives and transmits radio messages on various types of circuits aboard ship or at a shore station; tunes equipment and adjusts centrols for volume and clarity; receives International Morse Code or voice over headphone, and types messages in either plain language or code groups; transmits messages by voice or key; keeps accurate circuit logs. May decipher or encipher headings and call signs.

45110 GRADING FOREKAN

Supervises earth moving work involved in the construction of such utilities as sever and water lines, roads, airfields, building excavations, and under water excavations. May use level and transit to make spot surveys.

54111 AIRCRAFT METAL WORKER, A&R (Aircraft Metal Wkr., A&R)

In addition to duties performed by Aircraft Metal Worker, Line Maintenance, makes major metal repairs in

THE PERSON NAMED OF THE PE

BUTTON OF THE PARTY NAMED AND ADDRESS OF THE PARTY NAMED AND POST OF THE PARTY NAMED AND PARTY.

produce in separate about the entire or foreign to except the market and produce and the second transfer to a second the market as a second transfer to a second transfer transfer to a second transfer transfer transfer transfer to a second transfer transfe

DESCRIPTION OF PERSONS ASSESSED.

THE RESERVE AND THE PERSON AND PERSON AND THE PERSO

AND DESCRIPTIONS AND ADDRESS ASSESSMENT AND ADDRESS.

And the Land Control of Street, which we see that the second seco

AAR shop, such as reconstructing badly damaged fuselage, wings, elevators, hatches, cowling, bomb bay doors, and empennage; lays out, fabricates, and carries through to completion the assembly and installation of large sections of airplane. May check alignment of reconstructed plane with plumb lines and other devices. May perform welding tasks.

72100 YEOMAN ADMINISTRATIVE (Yeoman, Adm)

Performs responsible clerical and stenographic duties involving comprehensive knowledge of naval correspondence, the Navy filing system, naval organization, naval courts and boards, naval personnel procedures and records, and reports and publications in general. Must be able to take dictation at a minimum rate of eighty words a minute. Usually acquires the necessary qualifications as a flag yeoman or a Captain's yeoman, or as an Executive Officer's yeoman on a large ship.

Altogether some eight hundred jobs have been identified. Some of them, such as the quartermaster samples given above, are representative of seagoing jobs that may be defined rather broadly. The job, "Quartermaster, Basic," is typical of jobs that identify strikers or men of low skill level in various ratings. Other jobs, such as "Fire Controlman, Routine Maintenance," identify men of an advanced and highly specialized skill level. It will be noted that this job title carries several code numbers each of which

The avenue part of the property of the propert

THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER, THE OW

The contract of the contract o

identifies a special type of fire control equipment on which the man is especially qualified. An important feature of the classification system is that it is flexible so that new jobs may be readily added and old ones changed as necessary to meet the changing needs of the service. The manual contains instructions on how to obtain a code, title, and description of jobs which are not listed in it.

Industrial Job Classification

Job classification of some kind has been used in industry for a long time. It first started in each small organization and then spread to groups of organizations in each type of industry. It then became used by all industries and activities throughout the nation, but in a loose and uncoordinated manner. Finally about 1933 the U.S. Employment Service, under the Department of Labor, began working on a project to develop a nationally applicable system of occupational classification. By 1934 a temporary list of occupational titles with code numbers had been prepared and were used for statistical reporting. By 1936 the Occupational Titles and Codes for use in Public Employment Offices was published. This book contained a fairly comprehensive list of occupations and code numbers, but was recognized to be inadequate in several respects. Finally in 1939 the Dictionary of Occupational Titles was published. It,

Ju. S. Employment Service, Dictionary of Occupational Titles, Fart I, Washington: Government Frinting Office, June 1939.

Management of the contract of

WHEN PROPERTY AND ADDRESS.

will all from spend and dead years he and hard-law-on their -no Class from the industry and the sent and a not private of healthcoapes to approp to harper and inc. to be a property of over types of datasatory. It has before path by and thisses WHEN A RESIDENCE AND REAL PROPERTY AND PARTY AND PARTY AND PARTY. of all all old (Old from all held) common debutterment for when depth a winter to be a second and water and real party of secretary and the party of the All promised a first up contribution prediction to Annual to the second se one and the life and thought beautiful to the later own parmeasure of the last a fundament of the property management of the last of the comme the fight promotion blood that thread-legation to 2011 of front STREET, MANAGEMENT AND ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY. All allowed the Contract of th

THE RESERVE OF THE PARTY OF THE

along with its latest supplement, 4 is the basis for all industrial job classification in the United States today.

definitions for over seventeen thousand separate jobs.
These are also known by over twelve thousand alternate titles, which brings the total number of defined titles to over nineteen thousand. There are some seven thousand separate code numbers which represent these titles. The smaller number of code numbers is due to the fact that some of the code numbers represent several titles. The latest <u>Dictionary of Occupational Titles Supplement</u> adds over six thousand additional definitions and more than two thousand new code numbers to the original work, and there will be additional increases from time to time.

The classification structure of the Dicticary has been worked out on a systematic basis. Every digit in each code number indicates something of the nature of the occupation symbolized. The occupations in the Dictionary are first divided into broad groups or categories on the basis of their over-all nature. The occupations in each of these groups in turn are subdivided a number of times into

Questional Titles Supplement, Edition III, Washington: Government Printing Office, 1945.

Dictionary of Occupational Titles, on. cit.

⁶Dictionary of Occupational Titles Supplement, op. cit.

THE CASE OF STREET AND SET OF STREET, AND STREET, AND

ACCOUNT OF THE PARTY OF THE PARTY DESIGNATION OF THE PARTY OF THE PART

To describe and the latter of the same of

AND AND ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY.

progressively more limited groups of occupations. The finer the subdivision, and consequently the more limited the group, the higher the degree of occupational similarity between the occupations in the subdivision. The first digits of the code numbers show the broad occupational groups; each successive digit shows progressively more limited groups, and consequently closer occupational relationships. In other words, all codes with the same first digit represent occupations that have certain general characteristics in common: all codes with the same first three digits represent occupations that have a great many characteristics in common: all codes with the same first four digits represent occupations with still more characteristics in common. When all but the last digit are the same the jobs are very similar except for some small detail, which is indicated by the last digit. Table 7 on page 77 shows the major occupational groups and the first digits of their codes.

cupations are six digits in length. All others are five digits in length. The code numbers are written with a hyphen between the first and second digits and a decimal point between the third and fourth digit. Examples are: 6-30.370 and 2-29.62. A couple of examples of job descriptions are given on the following page.

NAME AND ADDRESS OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY. puring and during home and will remember they produced him a AND VALUE OF PARTICULAR DESCRIPTIONS FOR RESIDENCE WAS TAKING WITH and the spinish health and promised them not all amortisment with their their the limit sweethers benefit and and analysis also THE RESIDENCE PROPERTY OF THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER. model of an American Depth Security and a fallowing -country framework 24445 Forter name out office against Fig. , afron-Common of males Supermode Deputing Schools which chell hand? CONTRACT VALUE OF THE PARTY STREET STREET ASSOCIATED THE STREET STREET, STREET THE PERSON AS ADDRESS OF THE PARTY AND ADDRESS OF THE PARTY AND PARTY. many terms described the root death the state of the sales that they does not be an analysis of the party of the par ner Imme mildle year but also jobs and page sold one side one sides was NAMED AND ADDRESS OF TAXABLE PARTY AND PARTY AND PERSONS ASSOCIATIONS AND THE PERSON LABOUR PROPERTY AND PERSON IN THE PERSON IN TAXABLE PARTY. the Clark Children of the Children with

THE RELEGIOUS CO. DECISION SET WHERE A REST OFFICE AND

Table 7

MAJOR GCCUPATIONAL GROUPS IN THE DICTIONARY OF OCCUPATIONAL TITLES

First Digit of Code Number

Major Occupational Groups

0	Professional	and Managerial Occupations
1	Clerical and	Sales Occupations
3	Agricultural,	Fishery, Forestry, and

Xindred Occupations
4 & 5.....Skilled Occupations
6 & 7.....Semiskilled Occupations
8 & 9.....Unskilled Occupations

Surveyor, Topographical Photography (Profess. & Kin.) 0-64.60 Photographs the topography of the ground from the air, and from such photographs prepares or revises topographical maps.

Cigar Box Repairman (Cigar Box) 6-39.216 Replaces broken or damaged sections of cigar boxes with new sections; examines imperfect boxes for extent and location of damage; knocks damaged section from box with light hammer, and removes nails with nail puller; selects new section of box from stock, fits section to box, and nails securely and neatly to box with hammer; smooths edges of new section with hand plane.

The Navy uses these civilian occupational codes to record the civilian occupational experience of all enlisted men when they first enter the Navy. The code is entered in a space provided on page 4A of the enlisted man's service

T white

STREET ASSESSMENT OF THE PARTY AND ADDRESS.

The later with the la

DESCRIPTION OF PERSONS AND PROPERTY OF PERSONS ASSESSED.

made agree building a come of

MODEL CONTRACTOR CONTRACTOR IN N

Total A control of administrative designations of the control of t

The related and the second states and the second states and the second s

 record. The man's civilian job title and a brief description of his experience is filled in on page 48 of his record. This information then becomes a permanent part of each man's record and is useful in further training and detailing of men to their naval assignments or billets.

Application of Navy Job Classification

All enlisted men are now given a Navy job title and code and a service type code. The job title and code assigned to a man indicate the highest level of naval duties which he is qualified to perform. They are assigned to each man strictly on the basis of his Navy skills, regardless of what rating or pay grade he may have. In this way men are properly classified even though their highest qualifications are outside of their actual rating. If a man is qualified in several jobs this is indicated on his record, but the highest level job is the one that is always used with his rating and rate for statistical purposes. Classifications are originally assigned to men by classification offices or by the commands to which they are attached. It is the duty of the commands to report changes in their men's classifications whenever new abilities are acquired by them. The job codes and service type codes are particularly well adapted for use in the punched eard system of machine record keeping.

In Chapter III it was pointed out that ratings are useful wherever occupation is the level of classification

THE RESIDENCE OF THE PROPERTY OF THE PARTY O

THE RESIDENCE AND THE PERSON NAMED IN

nest stiffer that healt is married was not need depleted that THE ROLL NO. WHEN THE WAY WHEN THE PARTY IN NO. OF PERSONS IN making from the fewer freeland oil education can a of family since of feighter was part perturned in half-them at an other, THE RESIDENCE AND ADDRESS OF THE PARTY OF TH To this yes now are served made and edited to the publish down DESCRIPTION OF PERSONS ASSESSED ASSESSED TO THE PROPERTY AND PROPERTY AND PERSONS ASSESSED. management of management problems and the address war-THE REST AND ADDRESS OF THE PARTY AND THE PARTY WHILE THE PARTY WAS A PARTY WHEN THE PARTY WAS A PARTY THE RESIDENCE AND ADDRESS OF THE PARTY OF THE RESIDENCE AND ADDRESS OF THE PARTY OF STREET, STREET THE RESIDENCE OF THE PARTY OF T by the success to when they are absent. It is the one AND THE RESIDENCE OF THE PERSON NAMED AND ADDRESS OF THE PERSON NAMED AND ADDR that named and particular and assessed by Your, No. Lett. DAYSON LINE SPOADSMEN NO OTHER REST SAFFACE AND ASSESSED. was updated but the building one of \$1.000 tellings on

WATER STREET, THE PART OF THE PARTY OF THE P

that is satisfactory. For uses requiring distinctions finer than occupations, however, ratings must be supplemented by additional information. It is in supplying this supplementary information that Navy job classifications have their primary application. Ratings are valuable when men in an occupation are considered as a group, but must be supplemented by job classifications when men are to be considered on the basis of their individual skills and abilities.

Among the chief functions in which ratings must be supplemented by job classifications are the following:

Complements, Allowances, and Billets. -- Complements, allowances, and billets are outlines of manpower needs for ships and activities. These needs cannot be properly indicated without the use of job classifications. Prior to the development of job classifications, ratings were the best classifications available. It is expected, however, that complements, allowances, and billets will in the future incorporate the use of job classification.

Classification of Men for Duty. -- The classification of men for duty involves classification on the basis of their aptitudes, training, and experience. During World War II, classification centers developed many techniques of interviewing and record keeping. The Navy job classification structure is the culmination of these efforts.

THE RESIDENCE OF THE PARTY OF T

"And a service of the angle of the party of the party of the angle of the party of

or other and contraction of any organization or the part of the pa

Detailing. -- Detailing is the function of assigning men to duty and includes assignment to further training as well as assignment to ships and stations. When complements and allowances are in terms of specific job needs and when men have been classified on the basis of job qualifications, detailing becomes a matter of matching men with jobs.

Advanced Training. -- Elementary training may well be organized on the basis of occupations; however, advanced training needs to be more specialized. In many instances this specialization may be achieved by organizing such training around Navy jobs.

Further Development of Job Classification

fined and coded and more are being added to this list continuously. The U.S. Department of Labor is now in the process of preparing a new edition of the <u>Dictionary of Occupational Titles</u> and is planning to include the Navy job classification system and the Army job classification system as an appendix. The Army has a similar system of job classification whose details differ from both the Navy and the industrial system. Combining the three systems in a single volume will be very helpful; however, a much greater improvement bould be made.

Navy job classification and industrial job

an extension to receive and demonstrate contributed the plant of one demonstrate material and demonstrate on a sound of demonstrate as form and the plant of all there is sent a sent of the posterior of the part of the plant of the plant of the plant of the part of the part of the part of the plant of the plant of the plant of the part of the part of the part of the part of the plant of the part of t

The state of the second second

And the substitution of th

The control and page that sales and page that the page that and the page that a control and the page that a contro

and Administration and providence out over

classification are both done for the same basic purpose. That is to define the jobs, give them specific titles, and code them in a systematic manner so they can be easily used to classify jobs and indicate the qualifications of men recuired to fill the jobs. Both systems accomplish this purpose within their own field. However, the coding systems used are entirely different and have absolutely no relationship to each other. For this reason, it is fortunate that the hyphen and decimal point in the industrial system code numbers readily distinguish it from the simple five digit code number of the Navy system. A review of Table 6 on page 70 will reveal that in the Navy system the major groupings, as indicated by the first digit of the code number, are based upon the major divisions of occupations as found in the Navy. On the other hand, a survey of Table 7 on page 77 shows that in the industrial system the major groupings, which are also indicated by the first digit of the code number, are based on an entirely different system which covers the entire civilian occupational field and many of the jobs found in the Navy.

Inasmuch as the Navy now uses both systems in its personnel work and in the event of another emergency will undoubtedly make much more use of the industrial system, it would be a tremendous advantage to both fields, but especially to the Navy, if one system were used throughout the Navy and the industrial world and all code numbers were

Annual action when and not some died was published the name of the published the publi Man and the darking that John, when your owner, and the market are not have done to the a supplicably source to being our times and the -ry one to annihilations our standard has mint elimina at some and first time being appropriate property of the course per right will be the common thinks are a light will be seen -married on applications result has Jurget'll's application was made THE STREET AND THE SALE PROPERTY AND ADDRESS OF SALE NAME OF PERSONS ASSESSED AND ADDRESS OF PERSONS ASSESSED. Strike only which not only the delegation to children were to as in our of a point the madeline or specified great here the medical from CHARLEST WILLIAM WITH MITTER WHIT SET HE WHAT EMPTY LESS HE so indicated in the Yinti digit of the main member on by Amort he sandroments to continue the found for your broad his IT has not been about the present of a dead or other suit. AND PERSONAL PROPERTY PROPERTY AND PERSONAL -man when not the disable greats out of increasing once our many services statute and was increased in glandless on its formal and pand NAME AND THE OWNER WAS DEPOTE THAT DEPOSITION OF TAXABLE PARTY. the see al law.

After president under the destruction and the destruction of the state of the state

industrial system has more than ten times as many jobs defined and coded than the Navy has, and its basic coding system is more comprehensive, it appears that it may be practical for the Navy jobs to be recorded under that system.
This possibility is suggested as a problem for further study.
This suggestion also applies equally well to the Army system.

A review of current personnel reports reveals that the job classification is not being kept up to date for all enlisted men. This is evidenced by the fact that many high rated men such as chief and first class petty officers still carry basic job codes which normally would be assigned only to seamen recruits or seemen. While these outstanding examples are not extremely common they occur frequently enough to indicate that the classification system is not being carried out properly. It appears that some new system of reporting changes in qualifications would be desirable. It might be practical to require the review and reporting of a man's job code each quarter when the quarterly marks are given. The code number could be reported on the same card as the quarterly marks in an appropriate space. This possibility is also suggested as a problem for further study. In order for the job classification system to function properly and serve its purpose it is obvious that it must be understood, correctly used, and kept up to date.

and any appearance made and provide and any antenna provided and anny provided and anny provided and any provided any provided and any provided and any provided and any provided and any provided any provide

Lie sery also of on Post and of the at emblanthinaxis and and COLUMN TWO PART OF THE PART OF Little specifies place small fruit has being as done one latter NAME AND ADDRESS OF PARTY ASSESSMENT AND POST OF PARTY OFFICE ADDRESS OF THE PARTY where publications were a party of the property of the party of STATE AND ADDRESS OF REAL PROPERTY AND PERSONS ASSESSED. where success from AA surveys and Franchistorial sales doubt administration and -Person to suffice our case field recover \$1. Approve has been Anna 12 aprillation of hour and health and employed and after a 70 perfection on waters and business of Dealford at ANALYSIS AND ADDRESS (ANALYSIS AND DESIGNATION OF REAL AND REAL PROPERTY.) self we during their the product of his to be designed and William of the state of the sta the state or property of the p the process delicated of subspectful distribute on any out appropriate of Their 24 Feet against 42 fd according to the second SHARLES WE SHARL THE ARREST SAFETY AND ADDRESS.

Summary

with the rapid expansion of the Navy in World War II and with the adoption of new technical equipment, training programs were speeded up and more attention was given to training men for specific jobs rather than for occupations. Also it was recognized that certain civilian skills and experience could be applied directly to certain naval jobs. In order to properly utilize these specialized jobs and skills, it was necessary to identify them much more specifically than was practical under the traditional Navy rating structure. It was for this purpose that the system of Navy job classification was established to supplement the rating structure.

Navy job classification is a system which assigns a title, a brief definition, and a five digit code number to each of the hundred of jobs performed by enlisted personnel on all the ships and stations throughout the Navy. In addition to his rating and pay grade, which indicate his occupation and general skill level, each enlisted man has a job classification which indicates the specific work for which he is best qualified. In addition to the five digit job code he is assigned a two digit service type code which indicates the type of ship or activity where the man acquired the qualifications for his Navy job. This is done because it is helpful to know whether a man was trained at a school or

The state and securities of our tenterance and the state of the state

a singlette obtain intropy of the matterstation and speed on the second same states of the same states o

aboard ship, and if the latter, aboard what type of ship.

The <u>Manual of Enlisted Navy Job Classifications</u> lists some eight hundred jobs along with their titles and descriptions, and explains the use of the system.

Job classification has been practiced by industry for a long time and a recent development in this field is the <u>Dictionary of Occupational Titles</u> which defines and classifies over twenty thousand separate jobs and assigns code numbers to them. This classification structure is very broad and comprehensive and has been developed on a very systematic basis with provisions for additions which are constantly being made. The Navy uses this system to record the civilian experience of men who enter the Navy.

In practice each man is assigned a job title and code number, along with a service type code number, in accordance with his qualifications. These numbers, and sometimes the titles, are entered on pertinent personnel records and communications along with the man's rate and rating.

The chief function in which these job codes are used are in:

(1) the preparation of complements, allowances, and billets;

(2) the classification of men for duty; (3) the detailing of men to their various assignments; and (4) for the organization of advanced training.

A new edition of the <u>Dictionary of Occupational</u>

Titles is now being prepared and it is planned to include
the Navy job classification system and also that of the Army

THE RESIDENCE AND PARTY OF THE PERSON AND PARTY OF THE PA

THE REAL PROPERTY AND ADDRESS OF THE PARTY ADDRESS OF THE PART

The published and the property of the party of the property of the property of the party of the property of the party of t

Description of the contract of the feet description of the Contract of the Con

as an appendix. While the general features and the purpose of the industrial classification system and that of the Navy are the same, the details, particularly in the coding system, are quire different. It appears practical to convert the Navy system into the larger more comprehensive <u>Dictionary of Occupational Titles</u> system, so that any particular job would have only one number and it would be the same in both systems.

A review of current personnel reports indicates that the job classifications of the men are not being kept up to date in all eases. If the system is to function properly, it is important that all this information be kept current and used. It is possible that the assignment of job codes at the time, and on the same cards, that the quarterly marks are recorded would aid in keeping the codes current.

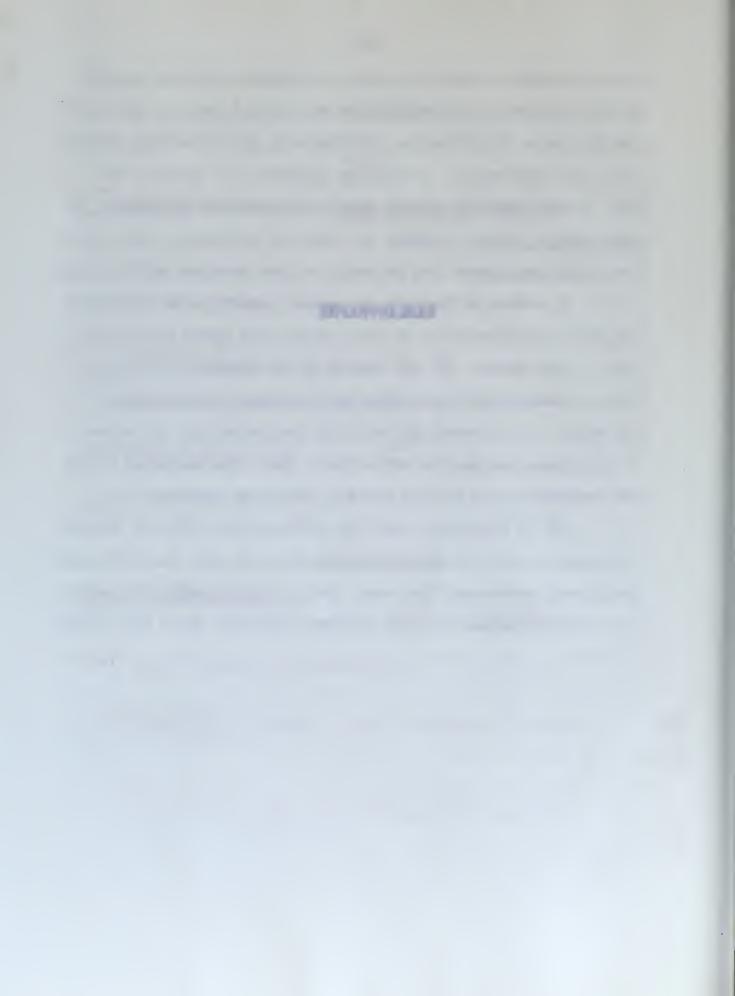
It is important that all officers and all men engaged in personnel work be familiar with the Navy job classification system and understand its use. Until this is done the service will not derive all the possible benefits from the system.

The content and the state of the content of the con

The state of the state and the seasons and the state of t

The same are the two constants and same analysis of the same and the s





BIBLIOGRAPHY

Books

- Holden, P. E., Fish, L. S., and Smith, H. L. <u>Top-Management</u>
 <u>Organization and Control</u>. Stanford University:

 Stanford University Press, 1945.
- Johnson, F. H., Boise, R. W. Jr., and Pratt, Dudley. Job Evaluation. New York: J. Wiley & Sons, 1946.
- Lytle, Charles Walter. Job Evaluation Methods. New York: The Ronald Press Co., 1946.
- Robinson, Edwin M. Business Organization and Practice.
 New York: McGraw-Hill Book Co., 1945.
- Smyth, Richard C. Job Evaluation and Employee Rating.
 New York: McGraw-Hill Book Co., 1946.
- Spriegel, W. H., and Davies, E. C. <u>Principles of Business</u>
 Organization. New York: Prentice-Hell, 1946.
- Stigers. M. F., and Reed, E. G. The Theory and Practice of Job Rating. New York: NcGraw-Hill Book Co., 1982.

Public Documents

- U. S. Bureau of Manpower Utilization. <u>Dictionary of Occupa-</u> tional Titles Supplement. Edition III. Washington: Government Printing Office, 1945.
- Washington: Government Printing Office, 1939.
- U. S. Navy Department, Bureau of Naval Personnel. Billet Analysis Schedules for APA Enlisted Billets, Fart I. (Navpers 16155). Washington: Government Frinting Office, 1944.
- U. S. Navy Department, Bureau of Naval Personnel. Bureau of Naval Personnel Manual, Revised. Washington: Government Printing Office, 1945.

THE LABOR.

3/113/

- return destinate destinate despite des returnes de la contraction de la contraction
 - the species of the case of the section of an art of annuals.
 - THE PARTY AND PERSONS ASSESSED AND ADDRESS OF THE PARTY AND PARTY.
 - malifert for interesting markets or store sometimes
 - CHARLE STREET, AND DESCRIPTION OF STREET, AND DE
 - Insulated to reducing the street of the same of the same of
- The state of the s

APPROPRIESTAL ALLEGE

- The state of the s
- THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER OF THE OWNER OWNER OWNER OF THE OWNER OWNER
- The state of the s
- The Assessment Country of the Landson of the Landso

- U. S. Navy Department, Bureau of Naval Personnel. General Specifications for Radiomen. (Navpers 16472).
 Washington, 1944.
- U. S. Navy Department, Eureau of Naval Personnel. <u>Manual of</u>
 Billet Specifications for Enlisted Personnel.
 (Navpers 15056). Washington, July 1944.
- U. S. Navy Department, Bureau of Naval Personnel. Manuel of Enlisted Navy Job Classifications. (Navpers 15105). Washington, October, 1945.
- U. S. Navy Department, Bureau of Naval Personnel. Ennual of Qualifications for Advancement in Rating. (Navpers 18068). Washington, 1947.
- U. S. Navy Department, Bureau of Naval Personnel. "Enlisted Rating and Warrant Structures." (Bupers Circular Letter 25-47). Navy Department Bulletin, Vol. X, (Jan. 31, 1947), p. 56.
- U. S. Navy Department, Bureau of Naval Personnel. Specifications for LOS(L) Officer and Enlisted Billets. Washington, September, 1944.

Articles

- Ells, R. W. "Simple System for Job Classification."

 American Business. Vol. XVI (May 1946), pp. 10-11.
- Levy, Jerome, and Levy S. J. "Are Labor-Hanagement Relations
 Based on Economic Principles." The Commercial and
 Financial Chronicle. Vol. CLXIV (Oct. 24, 1946),
 p. 2085.
- Pollard, D. "Man and Job Evaluation." Personnel Journal. Vol. XXI (April 1943), pp. 344-348.
- Wallace, R. F. "Job Analysis, Description and Classification."

 Fersonnel Journal. Vol. XXV (May 1946), pp. 18-30.
- Zerga, Joseph E. "Job Analysis: A Resume & Bibliography."

 Journal of Applied Psychology. Vol. XXVII (June 1943),
 pp. 249-267.
- Zerga, Joseph E. "Personnel and Job Analysis Data."

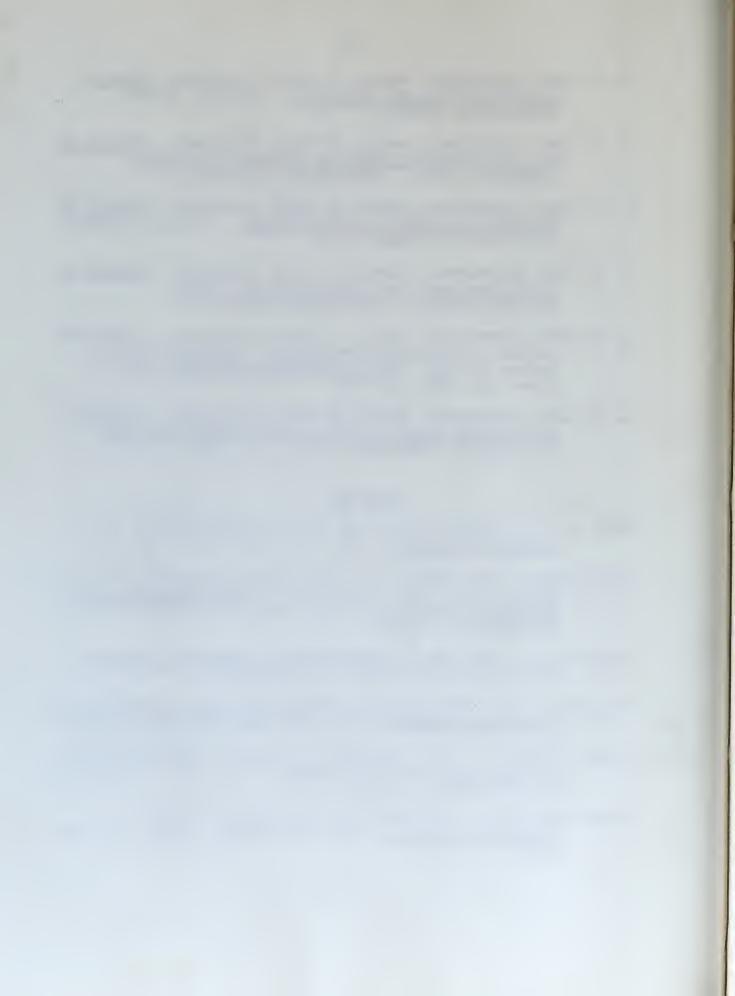
 Personnel Journal. Vol. XXIV (Sept. 1945), pp. 114118.

- THE PART OF THE PARTY NAMED AND POST OF THE PARTY NAMED AND POST OF THE PARTY NAMED AND PART
- The Language Department Acres to server a special special special special states and the property of the special speci
- Andrew Control of the Park of
- In table of the second for several property of the second second
- terislated a personal family of the property of the party of the party
 - -Division later la

XXXIII.LDEX

- CARLES OF STREET, AND THE PART OF STREET, AND ASSESSED.
- The later and the later of the
 - Acres bearing the land of the
- THE PERSON NAMED AND POST OFFICE ADDRESS OF THE PARTY OF
- TOTAL STATE OF THE PARTY OF THE
 - The second secon













Thesis

Symmetry

Job and billet analysis

17.550.60

Job and billet analysis in the U.S. Navy

3 2768 002 06014 7

DUDLEY KNOX LIBRARY